BUSINESS UTAH208

10 Top Reasons to Grow Your Business in Utah

America's Most
Dynamic Economy
Region by Region



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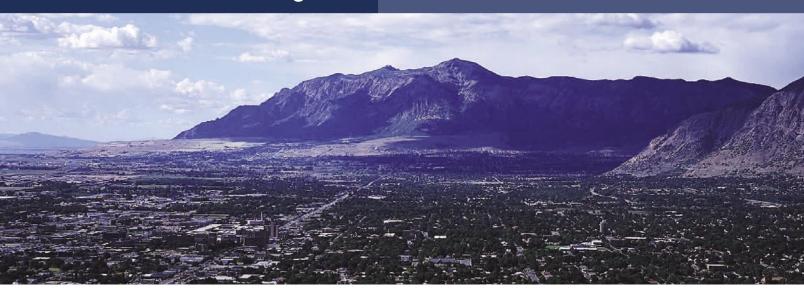
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For information contact:

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SALT LAKE CITY, UTAH 84114-2220

Dear Business Leader.

As Governor and on behalf of the citizens of Utah, we are honored by the many accolades being given by leading business media and rating organizations. The Kauffmann Foundation has rated Utah as having the nation's most "dynamic economy." Forbes Magazine ranked Utah as the "second best place in the nation to do business." Many other organizations have recently recognized Utah as a "Top Place for Business," such as CNBC and the Pollina Corporate Top 10 Pro-business States review. Each ranking demonstrates that Utah has the hottest business economy in the nation.

We believe there are many reasons for this dynamism. Early in my administration, we established a 10-Point Plan for Utah economic revitalization, which includes:

- 1. Revamp Utah's Tax Structure
- 2. Improve the Competitive Environment for Small and Medium-sized Companies
- 3. Recruit Businesses to our State
- 4. Attract more Capital
- 5. Promote Growth in Target Industries
- 6. Enhance Utah's National International Image
- 7. Capture Global Opportunities for Utah Companies
- 8. Promote Tourism
- 9. Energize Economic Development in Rural Communities
- 10. Make State Government more Efficient

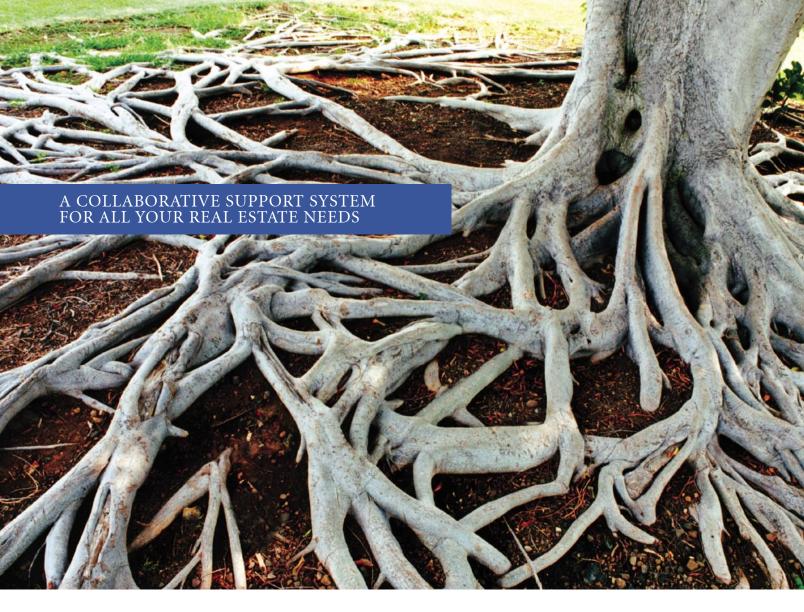
On every point, significant success has been realized. Our strong business economy has enabled us to fund education and transportation at levels never previously achieved. At the same time we have been able to provide citizens and businesses significant tax relief, which includes a state tax rate reduction to 5 percent and an additional \$200 million in targeted tax reductions. All of these achievements have been talked about and hoped for throughout the years, but only made possible by a strong and growing

Whether looking to move a company to Utah or coming to work for one of our great companies, we invite you to enjoy "Life Elevated." Utah economic development efforts have created an environment where business can grow and a record number of jobs are being created. Add Utah's unparalleled quality of life and working in Utah becomes one of the best work/life experiences to be found anywhere.

Sincerely

Jon M. Huntsman Jr.

GOVERNOR



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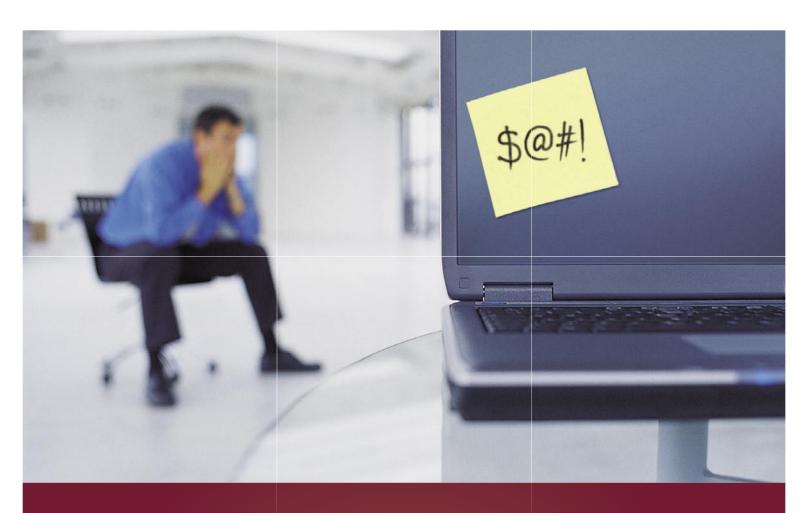












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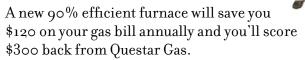
THE ENERGY MICH.

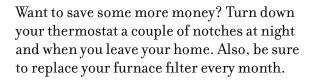
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16 Pioneering a Shared Vision

Recent relocation among national and international companies has helped underscore the reality that Utah is becoming a prime company headquarters location. State leaders and business executives are quick to highlight the benefits the Beehive State affords.

25 Top 10 Reasons to Build a Business in Utah

26 1. Utah's Economic Clusters

A proven approach to economic development has lead Utah's economy on a path of focus, alignment and prosperity.

30 2. Brilliant Education

The state's institutions of higher learning are world-class leaders in their respective fields. Business leaders look to the state's colleges and universities as bastions of learning and economic development

34 3. Plentiful Resources

Utah has established a solid network of business resources. A successful public-private partnership has been formed to foster sustained business growth.

38 4. Fabulous Financing

The state's has arguably on of the most dynamic financing industries in the nation. Venture capital is on the rise, and traditional funding options have a strong place in the community.

42 5. A Workforce Worth Rewarding

In contrast with other states in the U.S., Utah's young, dynamic workforce has the state poised for exceptional economic growth.

44 6. Utah's Film Industry

Buttressed by the state's other-worldly landscapes and deep talent in all stages of production, Utah's film industry is a Mecca for film production companies.

46 7. Artistic Landscape

From the Mormon Tabernacle Choir to the renowned Sundance Film Festival, Utah claims some of the world's leading artistic institutions. Top it off with fine restaurants, an excellent opera and symphony and a variety of other cultural offerings, and Utah is seen as a first-class culture offering.

50 8. Exploring Utah's Jaw-Dropping Natural Splendor

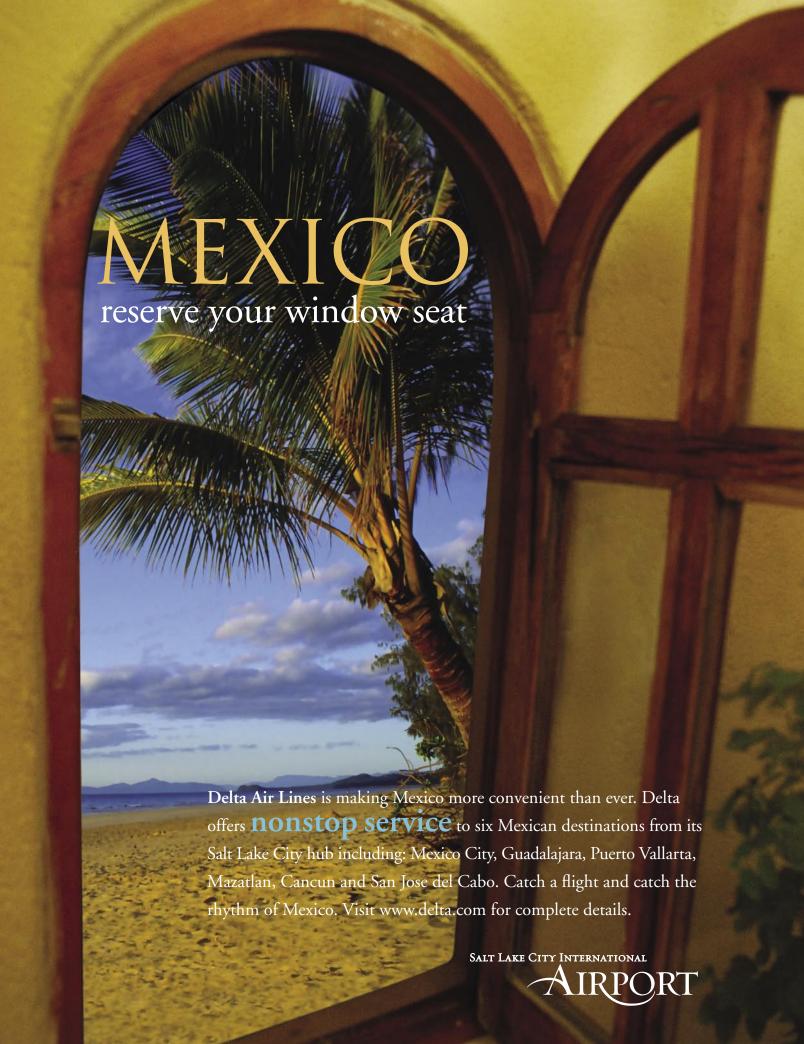
The Beehive State is home to some of the world's most spectacular scenery. The natural beauty of southern red rocks and northern snowy peaks provide ample space for residents and visitors to roam.

54 9. Rural Utah

Rural communities in the state combine an exceptional quality of life with compelling business opportunities around every corner.

56 10. Clear Skies and Warming

An internationally savvy state leader is helping put Utah on the world stage. Recent trade missions have opened the eyes of business leaders from around the globe to the brilliant business environment Utah provides.



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Undeniably the economic center of the state, the Wasatch Front is home to the majority of Utah's population. With an industrious workforce establishing respected companies, the area that includes Salt Lake City has clearly become a crossroads of economic activity.

66 Mountainland: Taking Business a Little Higher

A concentration of both ski resorts and high-tech companies, makes this area of the state unique to all the world. Portions of the Mountainland region base their success off of tourism and winter activities, while Utah County keeps the entrepreneurial scene humming.

68 Southwestern: Business Heating Up in Utah's Dixie

As much a part of the Sunbelt Region of the United States as it is a part of Utah's economy, the Southwest portion of the state allows swift access to places like Phoenix, Las Vegas and the West Coast. It is also home to some of the world's most impressive vistas.

72 Bear River: Rural Goes High-Tech

Holding tight to its hometown feel, the Bear River region is an anomaly in the business world. Its green pastures and rolling mountains blend perfectly with an innovative economy and research-focus university.

76 Uintah Basin: Growth Without Bounds

They say the Uintah Basin holds more untapped fossil fuels than all of the Persian Gulf. As industry leaders develop ways to extract the black gold, the eastern part of the state is seeing unmatched economic growth.

78 Southeastern: Nature's Economic Gift to Utah

Perhaps the most photographed and recognizable part of the state, the Southeast Region draws adventure seekers from around the world. The region's economic base has historically been based on another geologic wonder: coal.

80 Central: Keeping it Rural and Loving It

Steadfastly maintaining its rural "main Street" feel, Central Utah is an energy hub for the state: a thriving energy source, thoroughfare and market.

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UTAH'S BUSINESS LEADERS Accounting Firms Law Firms Ranks Commercial Builders Top 50 Public Companies Top 50 Employers

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ECONOMIC DEVELOPMENT AGENCIES BY COUNTY





PUBLISHER'S NOTE

We at Utah Business magazine are honored to partner with the Governor's Office of Economic Development (GOED) to publish Business Utah 20087, the State of Utah's official economic development guide.

This edition of Business Utah is designed to provide readers inside and outside of Utah with a unique perspective about the individuals, organizations and trends driving growth of the most dynamic economy in the nation.

In addition to reading Business Utah, I encourage you to get to know Utah's innovative Governor's Office of Economic Development. You can begin by visiting the GOED Website, www.goed.utah.gov, for more information about the compelling business opportunities and exceptional quality of life that await you in Utah.

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BUSINESS IS BOOMING:

 Over 61,000 people are employed in the Central Business District.

WORK IN THE CENTER:

 Downtown Salt Lake City is the hub of economic and financial activity in the Intermountain West.





WHERE IT'S HAPPENING:

- Over 5 million people visit
 Downtown Salt Lake City yearly.
- In 2005, special events, festivals, art and cultural activities attracted more than 3 million people to Downtown Salt Lake City.

LOTS TO DO:

 Downtown is host to more than 140 award-winning restaurants, brewpubs, and delis as well as nearly 50 private clubs and bars.

*Statistical information compiled by the Downtown Alliance



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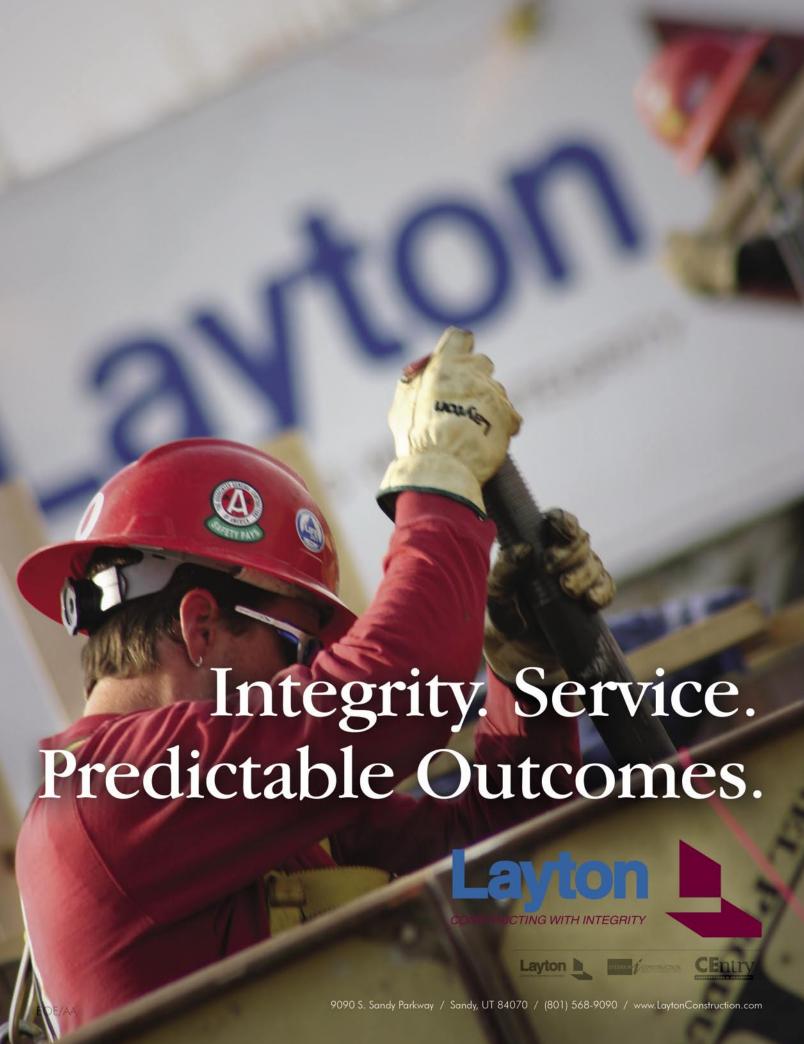
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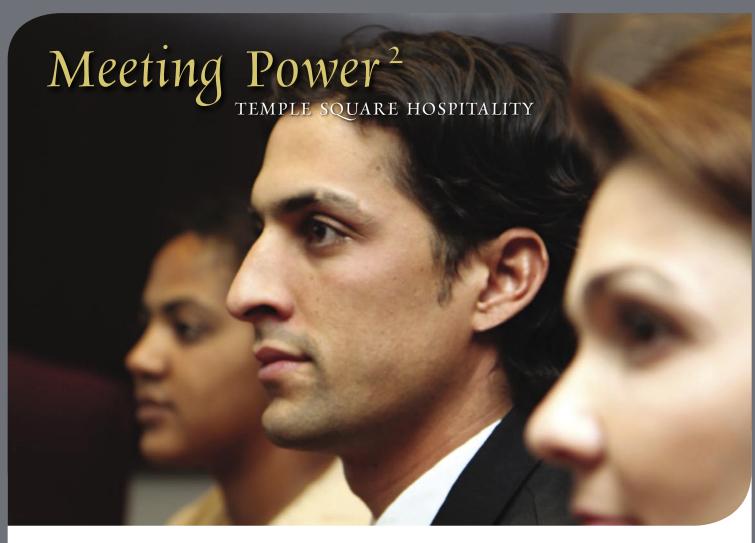


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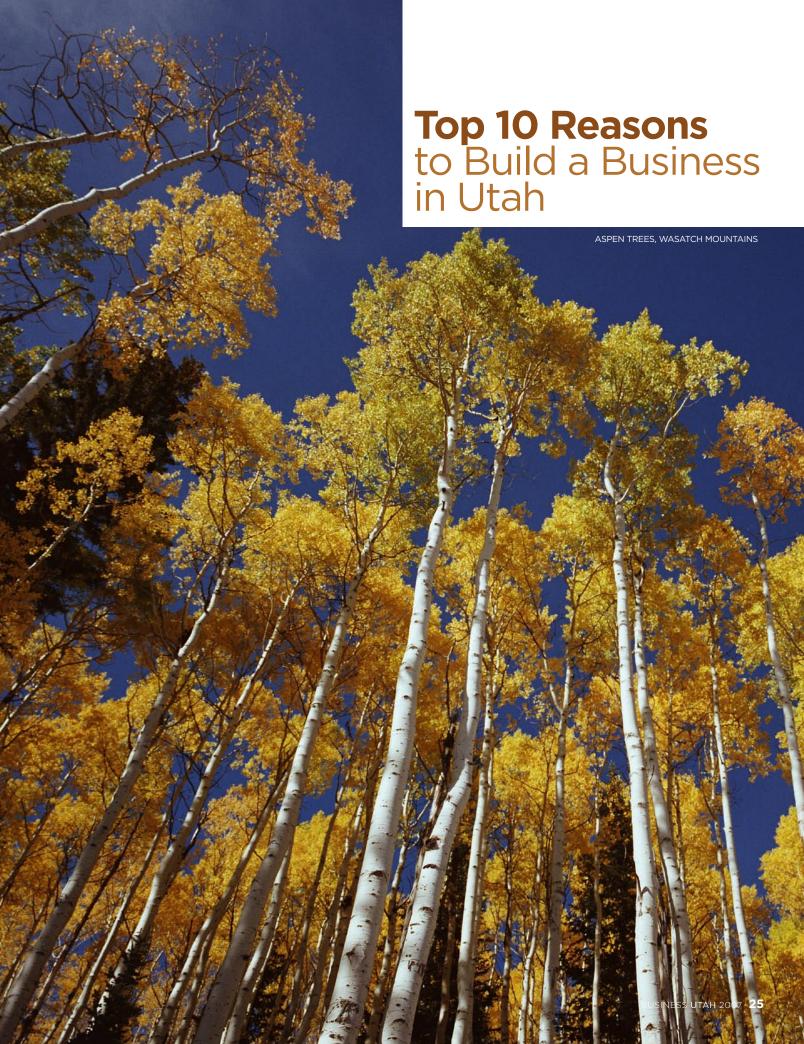
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REASON ONE

Utah's Economic Clusters Focus, Alignment and Prosperity By Mark Dayton



NAPA VALLEY, COLORADO ROCKIES, RESEARCH TRIANGLE. ORLANDO. MOAB. Each of these terms conjures up a rich image of a unique "mini-economy" built around distinctive inherent characteristics.

Take Napa Valley, for example. Why has this area become not only the wine making, but the wine tasting capital of the world? A number of years ago California grape growers discovered that the Napa Valley had the ideal climate for their crop, and rather than fighting one another, the vineyards banded together to promote the area. What may not be readily apparent is the entire complex infrastructure of support industries that grew up around this cooperative effort.

The Utah Governor's Office of Economic Development (GOED), combined with sound economic theory, solid research and deep experience to produce the Economic Clusters Model. These clusters function as the foundation for the GOED's economic development work in the state. By capitalizing on core strengths and facilitating the development of clustered business environments where these strengths will result in a thriving economy, the Economic Clusters approach is successfully strengthening Utah's economy and increasing the state's standard of living.

HOW IT WORKS

Utah's Economic Cluster Initiative is designed around proven economic principles where collaboration among organizations offers sustainable advantages to local economies. "Clusters enable Utah companies to better leverage regional strengths and global market opportunities to help build and sustain economic growth in key targeted areas," said Gary Harter, GOED Managing Director for the Clusters Initiative.

Through proximity, common vision, goals and integrated support from key entities, clusters can cohesively align businesses, research, ideas, capital, workforce, education and government around core competencies and inherent resources. "Our vision is to make Utah best in class in key targeted industries or clusters," said Harter.

The Governor's Office of Economic Development has become the catalyst to organizing the necessary resources, infrastructure and policies that contribute to successful economic clusters. "The key is to align around industry sectors that possess the greatest opportunity and return on investment for the state," said Jason Perry, executive director for GOED.

The key to the success of the Cluster model is the recognition that, ultimately, research and innovation are the engines that drive the entire economic system. A system that encourages and supports aggressive research, and then provides a way for it to expand into entrepreneurial companies as the cluster matures, is essential. "Through the assistance of many bright, dedicated people, Utah has built a system that is rapidly evolving into a well-oiled machine that starts with ideas, and results in technologies, products and industries that are part of strong and growing clusters," said Perry.

Utah has initially focused on economic clusters with key areas of core competencies that are identified as emerging or mature sectors. Many of the clusters chosen already have the seeds of a commercial and academic base outside of the Wasatch Front and will impact every corner of the state

THE BENEFITS OF THE CLUSTER MODEL

Strong economic clusters translate directly into tangible benefits for Utah's businesses, citizens and educational institutions. Specifically, in clustered environments:

- Businesses have access to an experienced workforce, suppliers, customized services, and critical business resources
- Related businesses can work together to achieve new economies of scale, distribution channels and increased profitability
- University research becomes more focused on industry needs, potentially resulting in more high-tech commercialization opportunities

"Strong economic clusters translate directly into tangible benefits for Utah's businesses, citizens, and educational institutions, says Harter. "Clusters will catapult Utah into the national business spotlight."

WORLD ICONS

As the cluster initiative grows and matures. GOED believes Utah's industries will achieve iconic status around the world. "Moab and Utah Powder are already in the Napa Valley and Research Triangle class of recognition and excellence," says Perry. "The way we are going, it won't be too many years before many more Utah business clusters join those ranks."

COMPOSITES:

SERIOUS BUSINESS IN UTAH

One of Utah's newest and fastestgrowing business clusters centers around composites-strong, lightweight carbon-fiber materials used as major components in aircraft, including wings, fuselages, and, more recently, in a variety of non-defense related products like skis, tennis rackets, bikes and golf clubs.

Gary Harter, managing director for the Economic Clusters Initiative at the Governor's Office of Economic Development (GOED), sees great promise for this sector going forward. "Our challenge is twofold," says Harter. "First, we need to help Utah companies succeed in obtaining defenserelated contracts and to expand and grow as a result. Second, we need to make sure they have good reasons to stay in the state. Too often in the past we have seen successful small companies achieve some good wins,

begin to really grow and then move to other states with higher concentrations of defense and composites-related business."

Harter believes the reasons to stay are now in place, as witnessed by the growing number of aerospace and composites-related firms that have moved or grown up in Utah over the past several years.

This cluster had its roots in the aerospace side of the business. From a core competency at Hill Air Force Base in maintaining composite-based fighters, the state has



"Utah has built a system that is rapidly evolving into a well-oiled machine that starts with ideas, and results in technologies, products and industries that are part of strong and growing clusters."

Jason Perry

EXECUTIVE DIRECTOR, UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT (GOED)



















UTAH ECONOMIC CLUSTERS

GOED has identified Seven specific clusters —each with subcategories—in its initial approach:

Life Sciences:

- Personalized/predictive medicine
 - □ Genetics and biomarker development
 - □ Pharmaceutical research and clinical services
 - □ Neuroscience
- Medical devices and products
- Microbe biotechnology
- Environmental and agricultural technology and remediation
- Cellular systems (nutrition research and infectious diseases)

Software Development & Information Technology:

- Systems management and security
- Web services and software applications
- Wireless technologies
- Digital media and entertainment technology
- High-performance computing applications
 - □ Simulations, images, modeling and algorithms
- GIS mapping and imaging

Aerospace:

- Composites and advanced materials
- Propulsion systems
- Communications and avionics

Defense & Homeland Security:

- Smart sensors and chemical/biological detection
- Unmanned & Autonomus Systems

Financial Services:

Industrial banks

Energy & Natural Resources:

- Energy independence
- Mining and mineral technology
- Water management

Outdoor Products & Recreation

- Outdoor products manufacturing
- Distribution
- Headquarters companies

The Office has identified an additional cluster that cuts across and enhances the others in a synergistic way. Comprised of some of Utah's key enablers and inherent strengths, these accelerators augment the advancement of other clusters.

Competitive Accelerators

- Nanotechnology
- Advanced manufacturing
- Logistics and distribution centers
- Networking infrastructure



rapidly developed the essential elements to expand and grow this industry. "Within the state we can do research, design, prototyping, testing, manufacturing and distribution," says Harter. The expertise built around defense projects will carry over into the fast growing private sector for general aviation and other projects, including non-defense related products such as skis and outdoor recreation products.

Utah is home to a number of leading companies in the field, including Hexcel (aerospace composites), Goode (skis) and ATK (wings for the Joint Strike Fighter), which all now operate within the state.

Harter sees Utah building an entire industry supply chain around this technology, much like the automotive industry around Detroit or retail around Wal-Mart in Arkansas. "Utah should become the supplier of choice for composites for general aviation and other products as well as defense," he says. "All of these essential pieces coming together are beginning to put Utah on the map as a major force in the composites industry."

The strategy appears to be working. As more military contractors and nonmilitary manufacturers join this cluster, the world is beginning to realize that composites in Utah are serious business.



"Utah should become the supplier of choice for composites for general aviation and other products as well as defense. All of these essential pieces coming together are beginning to put Utah on the map as a major force in the composites industry."

Gary Harter

MANAGING DIRECTOR. ECONOMIC CLUSTERS PROGRAM. GOED

OUTDOOR PRODUCTS: A NATURAL FOR UTAH

Outdoor products are big business in the United States, with a nationwide impact estimated at \$730 billion annually. Utah not only garners a respectable piece of the action, with annual revenues estimated at more than \$4 billion, but is increasingly in the limelight of the industry's focus and growth.

Salt Lake City has been the site of the outdoor retail industry's two biggest annual shows (summer and winter) for 10 years running and recently received a new contract for the shows to remain in the city through 2009, based on the Outdoor Industry Association board's unanimous vote. Attracting approximately 22,000 attendees in the summer and 18,000 in the winter, these growing bi-annual events spurred a recent \$58 million expansion of the Salt Palace Convention Center, which was completed in August 2006. The 2007 winter tradeshow took advantage of the extra room with the most exhibitors ever to visit the event

Peter Devin, group show director for Outdoor Retailer, says, "It's a great, natural place for us to be." From a tradeshow perspective, Devin points out that beyond the allure of Salt Lake's convenient proximity to natural wonders, "It's become a comfortable place for people to do business. They know where to go, they know where to sleep, where to eat, where to meet for a beer '

The industry's growth has also inspired the Governor's Office of Economic Development (GOED) to announce a seventh cluster dedicated to outdoor products and recreation. "It's very similar to our other clusters," says Jason Perry, executive director of GOED. "We've identified the key industries where we can compete, here in Utah, with anyone in the world."

One of the pioneers in recognizing Utah's potential as an outdoor industry hub. Black Diamond Equipment Ltd., made the move from Southern California to Utah in 1991, after a yearlong systematic search of the West.

"We were looking for a location that would reside on the asset side of the balance sheet," explains Peter Metcalf, CEO and co-founder of the climbing equipment company.

Though several spots boasted proximity to climbing and backcountry skiing, Salt Lake won out over Fort Collins, Coloradoy. due to its manufacturing potential. Over the past 15 vears. Metcalf has seen his company grow from 40-plus employees and \$5 million in sales to 400-plus employees and \$60 million in sales since the relocation. That growth has also led to spin-offs developed by former Black Diamond staffers.

The combined effect of a bi-annual

"This truly is becoming the year round outdoor products and recreation capital of America."

Jason Perry

EXECUTIVE DIRECTOR, GOED

massive tradeshow presence and active government recruitment has proven a recipe for success. Hot on the heels of Quicksilver's (U.S. operations of Rossignol, Dynastar, Lange and Look) move to Park City in the fall of 2005, Amer Sports recently chose Ogden as its headquarters for winter and outdoor products (including the Atomic, Salomon and Suunto brands)

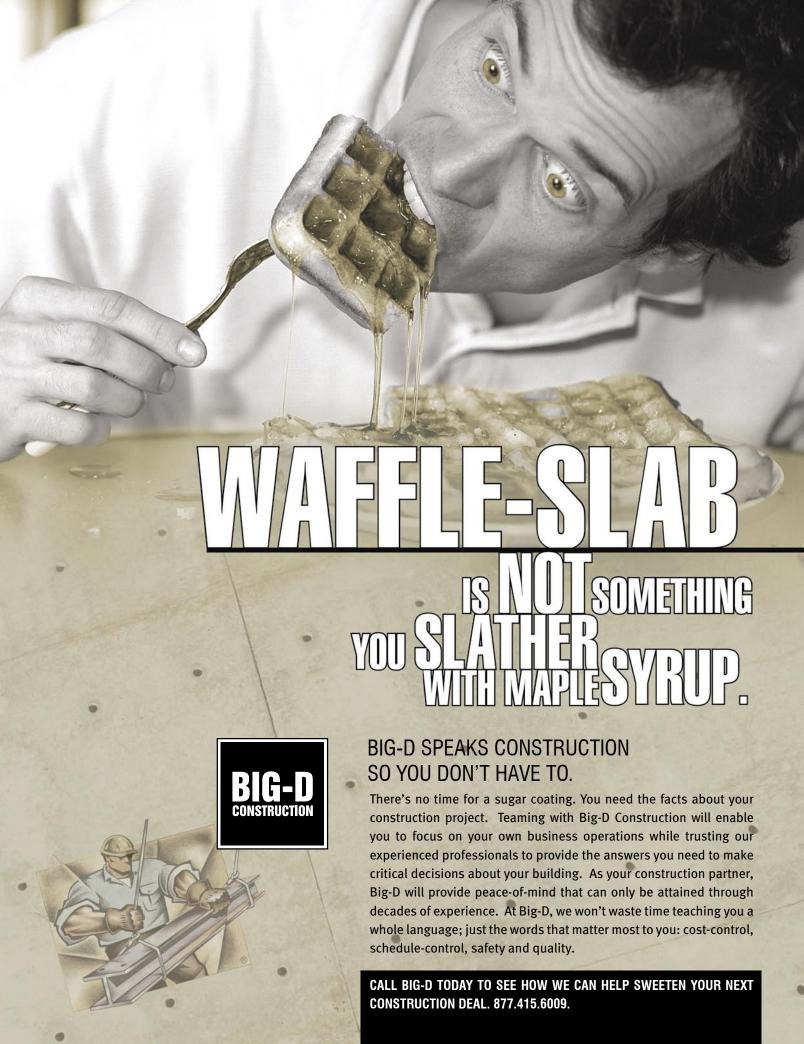
Two existing outdoor retail companies in Utah-Backcountry.com and Smith Sport Optics-have announced plans to expand, while a third-Peregrine Outfitters, a wholesale distributor of outdoor accessories-acquired a manufacturing facility in the state. Altogether, these three businesses will bring 1,500 new jobs in the next five years.

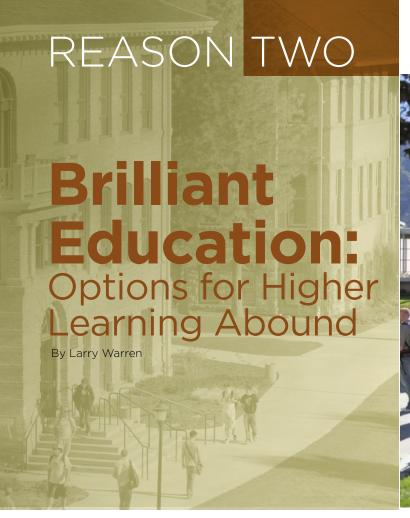
"This truly is becoming the year round outdoor products and recreation capital of America," says Perry. "This is the place where you can take vour product off the manufacturing floor in the morning and be testing it in the afternoon."

Outdoor companies in Utah see it exactly that way, says Charla Brown, director of human resources for Backcountry.com, an online retailer of outdoor and backcountry brands with operations in Park City and West Valley City. "This is a fantastic place to test and use the gear that we sell."

Utah is a natural choice for a growing number of these national and international outdoor products companies and retailers. A recent ad in an outdoor industry trade magazine sums up the Utah advantage: "Utah: Your 23-million-square-foot product testing facility."

Forbes magazine named Utah #2 as a "Best State for Business"







HIGH SCHOOL STUDENTS take on the role of CSI sleuths as they navigate through a crime scene during a summer science camp. College students figure out how to get a lawn mower started in cold weather, while others produce an animated film that wins a student Emmy award. Still, others team with a world-renowned researcher to figure out how to squeeze energy from pond scum.

In high schools and universities across Utah, tomorrow's workforce is getting an education preparing them both with practical knowledge, and just as importantly, the skills to think critically—to imagine and create.

"We have a very entrepreneurial culture in Utah," observes Jack Brittain, the University of Utah's vice-president of Technology Venture Development and dean of the Business School. "There's an environment here where students can take forward ideas as simple as a popsicle or as sophisticated as medical testing equipment."

At the state's major research campuses—the University of Utah. Utah State University and Brigham Young University—and other colleges and applied technology centers, countless programs are firing imaginations and providing the skills to make the imagined real.

"Really great technologies are coming out of our universities," says Jason Perry, Executive Director for the Governor's Office of Economic Development (GOED). "And companies are indicating to us that our students are coming out ready to work without being re-educated."

LAYING THE FOUNDATION

The essential starting point for any institution of higher learning is a solid high school graduating class. The Utah Board of Education has increased the intensity of the curriculum in math and science, while stepping up recruitment of teachers in those areas. Students who are in the eighth grade today will be required to fulfill three years of math and science to graduate.

"Kids are learning at an accelerated pace," says former Utah State Science Advisor Dr. Greg Jones. "All the way through public education, we have very strong programs. We're getting graduates who are very well prepared to move into the workforce or move on to advanced education in prestigious programs."

A number of innovative programs are encouraging kids early on to find excitement in the key areas of science, technology, engineering and math. At the state level, the state science advisor's office runs Applied Science, Technology and Engineering camps, in which participation has tripled in the past three years. "Every scientist will tell you the fun of science is sitting around with your pals and figuring things out-and that's what these camps are all about," he says.

Another program takes the thrill of scientific learning to another level. Six years ago Utah educators focused on stimulating interest in career paths in science and industry started a biotechnology program for high school juniors. But no program existed in their senior year to keep the interest alive. That's when educators joined with the students to develop InnovaBio, a non-profit company funded by a grant from the National Science Foundation.

Using school-based lab equipment, InnovaBio contracts for basic lab work from established private and government entities. "We have seven contacts currently." reports former InnovaBio director Tami Goetz of Salt Lake Community College. "Before InnovaBio, if you'd asked these kids if they'd have full-time jobs in biotech, none would have thought so. But many students have already gotten biotech jobs because of that senior year of lab work. I think Utah is doing high school biotech better than any other state in the country."

UTAH'S MAJOR UNIVERSITIES ARE LEADING THE WAY

Students attending Utah's major universities are finding no shortage of fresh thinking and new ideas in the faculties at Utah State University, Brigham Young University, and the

BRIGHAM YOUNG UNIVERSITY



University of Utah. The work being done by students and their professors is leading to revolutionary technologies, patents, formation of new companies, and promising new areas of research. And students take from their experience the ability to visualize an idea and logically work it through to a practical conclusion.

"In 2006 we launched 20 companies out of the University, and we're on pace to launch another 20 in 2007," says Brittain of the University of Utah. "The only other university to launch that many is M.I.T." In terms of the revenue coming back to the University in royalties from commercialized research, the U of U ranks between the University of Michigan and Johns Hopkins University. "And we've improved our results substantially," Brittain adds. "We're headed toward the top ten."

The number of spinouts is secondary to the bottom line impact. Students are applying their technical and business knowledge in real world settings, and most importantly, learning how to set themselves on a course of lifetime knowledge acquisition

Take, for example, Professor Brent Strong, who holds the Loren Farr Professorship in Entrepreneurship in the Brigham Young University School of Technology. "The most important thing you can teach a student today is not knowledge-but how to learn," he says. Strong estimates that half the knowledge a professor can teach will become obsolete within 10 years. So when Strong teaches a class in manufacturing that's open to students in all majors, he really teaches a history of creativity class. "We look at societies and ask 'why were they creative?' And by logical extension, how can we foster that creativity here today?"

At BYU, which is mainly an undergraduate teaching school, although its research budget tops \$30 million, most students have what BYU spokesman Michael Smart describes as a "capstone" experience. "In their senior year, students work with industry on projects in a partnership/mentorship experience." This year, one team of engineering students is working with John Deere to come up with a cold weather starting lawn mower. Another student team is redesigning an elevator to automate it with voice recognition. Advertising students are developing an ad campaign for a major video game company, and animation students have knocked out their fourth student Emmy award in a row with the animated short "Las Piñatas."



LAS PIÑATAS

Although BYU's research dollars are relatively small, it ranks first in the nation in the number of startup companies spun out per million dollars of research and fifth in licensing income per million dollars of research.

Another asset at the school is the language expertise of the student body. In an increasingly global economy, language ability can be a major advantage. Many of its students enter after completing two-year missions for the the Church of Jesus Christ of Latter-day Saints worldwide. "Our student body comes from all 50 states and 120 countries. More than three quarters of the student body speaks a foreign language." As a result, Smart observes, "We're able to teach 66 languages here."

At Utah State University, \$150 million annually is spent on research. The university's strengths include aerospace technology, engineering, agriculture and personalized medicine through the burgeoning field of food sciences and their impact on health.

USU's vice-president for strategic venture and economic develop-



APPLIED SCIENCE CAMP

"I think Utah is doing high school biotech better than any other state in the country."

Tami Goetz

SALT LAKE COMMUNITY COLLEGE; FORMER DIRECTOR, INNOVABIO

ment, Ned Weinshenker, comes from an organic chemistry background and leadership positions at major pharmaceutical companies. He says USU's future is bright, especially in relation to commercial technology research applications, like USU's world renowned Space Dynamics Laboratory, and its expertise in personalized medicine, including its Alzheimer's disease research. "We are making connections with industries," Weinshenker points out. "We're turning out lots of engineers-mechanical, electrical, civil, and computer engineers. And we're turning out a lot of graduates in food science. We're creating the Center for Advanced Nutrition, doing diabetes and obesity research."

Performing research that can become commercialized for the benefit of mankind is a key mission of USU today, and Weinshenker's appointment is a key part of the picture according to USU President Stan Albrecht. "(His appointment) demonstrates USU's strong commitment as a leading research institution in the country in developing intellectual discoveries and turning them into commercial ventures. It is Utah's economy that will reap the benefits."

USTAR AND THE NEXT LEVEL

The Utah Legislature is enthusiastically behind Utah's push for excellence in higher education and is making a major investment to take the work of Utah's research campuses to the next level.

The Utah Science, Technology and Research initiative-USTAR-funded by a \$200 million state appropriation, is luring top research teams from around the nation to relocate at the University of Utah and Utah State University. The research they provide can be used by existing Utah companies and spun off into new private ventures, populated by USTAR graduates.

"The key part of USTAR is economic development through bringing in world class researchers to the universities—bringing in people who can work across boundaries and disciplines," explains Dinish Patel, a USTAR board member and a found-

ing father of the Mountain West's biotechnology and pharmaceutical industries.

"The first thing we did was an analysis of where we are already considered among the best in the world," Patel says. "If you're a leader in that space, then you can bring in a superstar." As an example, Patel points to the University of Utah's recruitment of Guido Gerig. The University competed with Harvard and other top schools to get Gerig to relocate from the University of North Carolina at Chapel Hill. His research has already led to the creation of spin off companies which make imaging software to diagnose diseases of the brain.

Gerig chose Utah because its groundbreaking imaging research program complemented his work. "And he has already attracted other world class researchers," Patel says.

Utah has clusters of technological excellence in fields as diverse as aerospace, food science, fossil fuels, biomedical devices, and composite materials, and USTAR recruiters are luring top researchers in every field identified as a Utah strength.

At Utah State University, USTAR funding created the Center for Advanced Nutrition, conducting cutting-edge research on Alzheimer's disease and obesity.

"We have a cluster of nutritional supplement companies in this state," explains Weinshenker. "We're making connections between companies and the University. That's a selling point in bringing top researchers in."

With the USTAR initiative. USU has lured David York, a leading obesity researcher formerly with the Pennington Biomedical Research Center in Baton Rouge, La. York studies the mechanics that control food intake and nutrient selection.

When Utah lawmakers reviewed results of their initial round of USTAR funding, they got enthusiastic thumbs up from USU sophomore biology student Andrew Burgon. He is helping to work on a weight loss drug, which is part of York's obesity research. "It's like being a kid who wants to direct movies getting to work with Stephen Spielberg," Burgon told lawmakers of his association with York.

Other USU/USTAR faculty members are making similar impacts in attracting research dollars, tackling projects with commercial potential, and inspiring the students who will carry the research into the future. For example, one USTAR faculty member at USU, Dr. Krishna Shenai, is an expert in energy conditioning. "His work in wireless sensors and power conditioning—getting more power out of a generator, changing the voltage and smoothing it out-has wide application," Weinshenker reports.

At the University of Utah, the first USTAR faculty members are creating a similar impact. Cameron Charles' research focuses on high-speed wireless communications systems, which work with applications in Utah's defense, homeland security, and other industries such as home automation.

"We have a very entrepreneurial culture in Utah. There's an environment here where students can take forward ideas as simple as a popsicle or as sophisticated as medical testing equipment."

Jack Brittain

VICE-PRESIDENT OF TECHNOLOGY VENTURE DEVELOPMENT AND DEAN. ECCLES SCHOOL OF BUSINESS. UNIVERSITY OF UTAH



USTAR FIELD-SITE TEST TO STORE CARBON UNDERGROUND IN SOUTHEN UTAH.

The University of Utah also has a strong cluster of expertise in fossil fuels on which USTAR faculty member Brian McPherson has brought his research expertise to bear. His work on storage methods for carbon dioxide may ultimately help reduce greenhouse gases and enhance oil recovery in some of Utah's aging oil fields.

USTAR recruiters continue to identify and recruit more faculty members to further the ambitious USTAR mission. It is just the latest piece in the forward-looking ambitions of Utah's

colleges and universities.

It all makes perfect sense, observes U of U Business School Dean Jack Brittain. The investments of intellectual and monetary capital mean "companies that successfully commercialize our technologies, hire our graduates, and put their research dollars back into the university, will eventually become donors," he says.

"In Utah higher education, that's the formula for success, both for the universities and those who partner with them," Brittain says.



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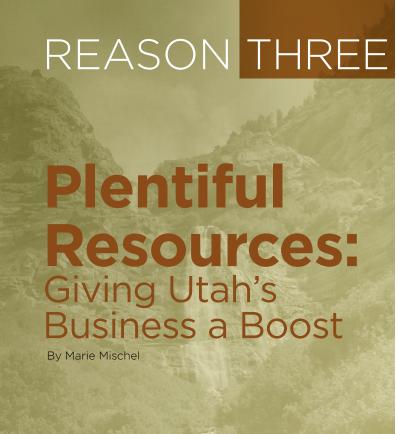
"I began working on a project where speed to market was key. I contacted SOS Technical to help me find programmers and within hours they had interviews lined up for me. Their industry knowledge and reach allowed me to hire the personnel I needed at a price I could afford."

—Jake Fackrell, CEO, FSBO Leader, LLC

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THE WELCOME BASKET provided by Utah's private and public business organizations is filled with resources to help companies' plant roots and flourish.

"Whether a company is just starting-up, relocating or expanding, it is easier to do business here in Utah than in most other places," says Jason Perry, Executive Director of the Governor's Office of Economic Development (GOED). "Evidence shows that we have successfully attracted a significant number of great companies, across a wide base of industries, to relocate to Utah in the past year and a half."

The complex task of starting or growing a business can be daunting, according to Nancy Mitchell, executive director of the Salt Lake Chamber's Women's Business Center. "But for every challenge there are resources to help—from writing business plans and getting financing to training employees and learning how to export. There is no reason for anybody to feel overwhelmed or alone." The Salt Lake Chamber and the Women's Business Center, for example, have networking and roundtable events where entrepreneurs can meet with peers to share ideas. Counseling is available for just about any need. "If more businesses would take advantage of what is out there, we would see many more businesses succeed," says Mitchell. Business Resource Centers (BRC) are scattered across the state, as are Small Business Development Centers (SBDC). Most are affiliated with the local college campus, such as the Salt Lake Community College SBDC or the Miller Innovation Campus. Some BRCs are sponsored by private organizations such as the Zions Bank Business Resource Center in Salt Lake City.

A prime example of a resource tapped particularly by out-of-state businesses is the Economic Development Corporation of Utah (EDCUtah), a private non-profit organization that is contracted by GOED to help recruit high quality, out-of-state businesses. It is comprised of more than 200 public and private groups, including government entities, chambers of commerce and businesses.

Among the many services the organization offers. EDCUtah provides statistics on Utah's business trends, local contacts with everyone from government officials to preferred vendors, and comprehensive help with site selection.

"EDCUtah assists companies looking to relocate and/or expand in Utah by providing a wealth of business and government-related information and connections," says Jeff Edwards, president and CEO of ED-CUtah. "In addition, we assist companies in navigating the complex processes associated with moving, permitting, licensing and applying for state and local incentives.'

Local businesses owners can also turn to EDCUtah for help with financing options, site selection and making connections with governmental agencies.

"The infrastructure and support for businesses has been developed so new companies can easily flourish," particularly in key sectors such as manufacturing, the outdoor products industry, advanced composites and life sciences," says Edwards.

CHAMBER POWER

The state's chambers of commerce are private organizations dedicated to improving business in Utah. More than 55 chambers exist in Utah, representing every corner of the state as well as groups in minority populations.

"When you're a member of a chamber, it provides you with a representative voice for the business community on issues that affect you and your business," says Stephanie Wright, president and CEO of the South Jordan Chamber of Commerce and a board member of Utah State Chamber board. The organizations also provide valuable personalized professional relations with other business owners. "Chambers open doors to business that had been closed before and unite the growing business community. Membership also brings about the most effective advertising, which is word of mouth, by networking with key stake holders," continues Wright.

"A chamber is a place where they stand together as a collective voice to

"A chamber is a place where they stand together as a collective voice to improve the business climate—such as our work on Utah's Capitol Hill."

Lane Beattie

PRESIDENT,

SALT LAKE CHAMBER OF COMMERCE

improve the business climate—such as in our work on Utah's Capitol Hill," says Lane Beattie, president and CEO of the Salt Lake Chamber.

The Salt Lake Chamber took the lead in placing complementary initiatives on the ballots in Utah and Salt Lake counties to increase sales tax by a quarter cent to improve transportation. In the 2007-2008 legislative session, the chamber also was vocal on several business-related bills, such as those focused on health care costs.

Businesses large and small look to a chamber of commerce primarily for its networking opportunities, which occur not only at luncheons, but also on committees, Beattie says. Chambers also provide professional development seminars to help businesses train their employees and offer tips on how to expand business, save money and avoid legal problems.

ASSOCIATIONS AND ALLIANCES

In addition to the chambers, numerous other national business organizations have Utah chapters, including the Association of General Contractors, the Manufacturing Extension Partnership and National Association of Women Business Owners.

Companies in the information technology and life sciences sectors benefit from membership in the Utah Technology Council (UTC), one of the nation's most respected regional technology associations. The Utah Manufacturers Association is a powerful lobbying and educational organization for the state's manufacturing sector. Entrepreneurs from many industries find excellent networking opportunities and other benefits from such organizations as the Mountain-West Capital Network and the Utah Valley Entrepreneurial Forum.

Merchants in certain geographic areas also have banded together to foster economic growth in their neighborhoods. Perhaps the most visible of these is Salt Lake City's Downtown Alliance, which was established in 1991. The Alliance, with more than 2,500 members, produces special events such as the Dine O' Round. The group also is involved politically, having spearheaded the Downtown Rising redevelopment initiative.

INCUBATING GROWTH

Utah's strong entrepreneurial bent has given rise to a number of angel groups, business incubators and venture capital firms, all focused on shepherding promising businesses along to the next phase of their growth.

Grow Utah Ventures' founder Alan Hall has taken the venture capital format a step farther. Hall and partners opened the E Station in downtown Ogden, a privately funded business incubator to help nurture entrepreneurs

Business incubators are found throughout the state, typically associated with government entities or colleges. The Technology Center is run by the Commission for Economic Development in Orem, a non-profit under the city's auspice. The Miller Business Innovation Center in Sandy, a non-profit organization under the Salt Lake Community College umbrella, is a business incubator that provides resources for entrepreneurs with start-up companies. The Roy W. and Elizabeth E. Simmons Entrepreneurial Center is located on the Davis Applied Technology College campus in Kaysville and is a Business Resource Center for northern Utah.

The incubators provide start-ups with office space and infrastructure such as telephones and janitorial services at a greatly reduced rate, as well as entrepreneurial training. This training can range from one-on-one advice from mentors and business professionals to networking sessions attended by successful business people.

Another resource for hi-tech entrepreneurs is the Wayne Brown Institute, which began as the Utah Innovation Foundation in 1983. The Institute offers educational seminars and conferences, and its accelerator program helps start-ups raise money. According to the institute, its network of mentors has helped more than 580 high-tech companies get off the ground, and these companies have raised a combined \$1.7 billion in private equity.

Utah has also developed a strong and growing community of venture capital firms that invest in start-up

"One of Utah's greatest assets is Governor Jon Huntsman. He understands business at the highest levels, and his pro-business and economic development strategy has served as the catalyst for numerous relocations."

Jason Perry

EXECUTIVE DIRECTOR. **UTAH GOVERNOR'S OFFICE** OF ECONOMIC DEVELOPMENT (GOED)





companies. Wasatch Venture Fund, vSpring and the Canopy Group are all looking for the next Atari, Adobe or Novell to be developed in the state.

PUBLIC-PRIVATE PROSPERITY

On the public front, businesses get a boost from federal organizations such as the Small Business Administration, which operates its district office out of Salt Lake City, as well as city, county and state programs.

"One of Utah's greatest assets is Governor Jon Huntsman," Perry savs. "It is an honor to work with Governor Huntsman on a daily basis. He understands business at the highest levels, and his pro-business and economic development strategy has served as the catalyst for numerous relocations."

Governor Huntsman ran for election on a platform that placed a strong emphasis on economic development. He created the Governor's Office of Economic Development (GOED) in 2005 by consolidating two existing governmental departments and bringing them under the direction of the Executive branch.

Numerous business-related departments fall under the GOED umbrella, including Business Development, the Utah Office of Tourism, the International Trade and Diplomacy Office, Rural Development and a number of other business-oriented programs such as Corporate Relocation and Incentives, as well as the Utah Film Commission.

Huntsman also created the state's Economic Cluster Initiative in GOED. which emphasizes the development of businesses in targeted sectors in which Utah has particular strength, such as aerospace, composite manufacturing. life sciences and outdoor recreation to name a few.

"Through the clusters program, we bring industry leadership together to help define state services or efforts that will help the industry grow," says Gary Harter, managing director of the Economic Cluster Initiative.

A good range of financial incentives also are offered by state and local governments to encourage businesses to grow in Utah, says Perry, GOED's executive director. "There is a genuine collaborative effort by the

various public and private entities to make things happen for companies, from the governor down to the local communities," he says. "We generally make it easy to do business in the state and recent changes to our tax laws, such a 5 percent income tax, continue to make us more business friendly."

Under Huntsman's direction, the state's recruitment effort and incentives are focused to reward growth and successful financial performance, Perry says. "In the last year and a half we have granted incentives to 28 companies totaling \$67 million, which is expected to generate \$413 million in new state revenue, \$2.4 billion in new capital investment, and \$3.7 billion in new state wages over 10 years "

STIMULATING RESEARCH AND SCIENCE

The legislature also enacted the Utah Science, Technology, and Research (USTAR) initiative. USTAR allocates funds to state educational institutions for research that has strong potential for commercialization. The funding includes money for research at the University of Utah and Utah State University as well as at outreach centers throughout the state. During the next 30 years, the initiative is expected to create 123,400 jobs and generate \$5 billion in new tax revenue, according to the Bureau of Economic and Business Research.

Utah's educational institutions offer other business-related services as well. For example, the David Eccles School of Business at the University of Utah hosts the Bureau of Economic and Business Research, which conducts economic research specific to the state.

The state's applied technology colleges also cooperate with businesses to offer technical training programs that serve full-time students and employees who need to update their skills. The Davis Applied Technology College, for instance, partners with 23 businesses to offer courses as diverse as Adobe software training and welding.

"Our educational system is tremendous," says Perry, pointing out that Utah's universities rank in the



top of their fields in areas such as engineering, medicine and business schools.

HELPING BUSINESS GROW

Other efforts at the state level to boost economic development include the Utah Procurement Technical Assistance Centers (PTACs), which offer counselors who help small business owners obtain government contracts. "This can create growth of market share and revenues," says PTAC Director Fred Lang.

In the first eight months of this fiscal year, the PTACs assisted Utah's small businesses sign contracts for \$1 billion, Lang says, adding that these contracts represent more than 2,100 jobs that were created or retained.

Local governments also encourage economic development. Some cities and counties offer businesses small, low-interest loans that may be used for the purchase of land, buildings and equipment or for working capital.

Salt Lake County, in particular, has stressed economic development with its UPGRADE program, which provides information to local businesses looking to "start up, grow up, move up and fire up." Workshops and business-related events are among the activities sponsored by UPGRADE.

UPGRADE's mission is not only to support existing businesses and encourage new businesses in Salt

Lake County, but to support technology development as well. Officials with the program are working with GOED to develop a site for a technology park. In addition, UPGRADE uses redevelopment tools to help with the commercial and industrial development of unincorporated areas of the county.

Not to be overlooked, Utah's transportation system provides a strong infrastructure to support the state's fast growing economy. To ensure that Utah goods continue to move efficiently, the legislature this year voted to set aside a record dollar amount for road and other transportation improvements.

"We have a good physical infrastructure for transportation with the interstate highway system, rail access, and a regional hub airport," says Perry, "There is well-planned capacity in these transportation systems to allow for further growth."

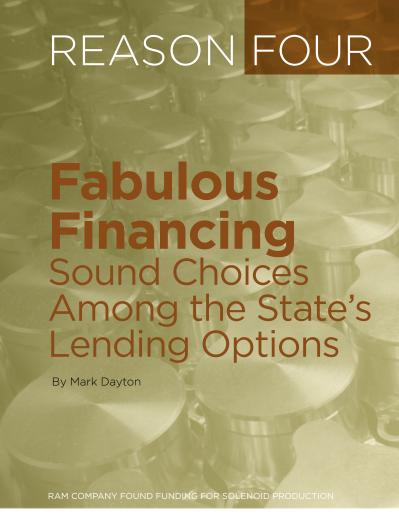
THE FULL PACKAGE

Utah offers businesses a wide variety of support, financing, infrastructure and public programs designed to ensure growth and success. "The abundance of resources and infrastructure in Utah make it an extremely attractive place to do business," GOED's Perry says. "The number of businesses that are flourishing here and looking at coming here, compared to other states, is a testament to how well the state is working toward 'economic dynamism'."



The next time you see a warning sign, remember who is waiting for you to come home safely.







A BRIGHT, AGGRESSIVE ENTREPRENEUR with a brilliant new business concept and willing customers working in a strong, growing economy and he still has an empty bank account. What's missing in this business startup picture?

While most entrepreneurs would say nothing is missing-including the empty bank account-many successful business builders argue that this need not be the case, particularly in Utah. The state has assembled an impressive array of funding sources that are an integral part of one of the most productive business innovation machines in the world.

Utah's business infrastructure has evolved from one that spawns and spins new companies off to other states, to one that develops, grows and keeps sizeable businesses as they mature. An important part of that progression is the right type of funding for each step of the process that matches the unique growth needs and characteristics of the business. Recent advances in Utah's funding community have created a wealth of options well suited to fuel the continued growth and prosperity of Utah's innovation alley.

As a result, entrepreneurs will find an abundance of both capital and expert advice at each step along the way, from the initial idea to the harvest, and every stage in between.

ANGELS AMONG US

The starting point for funding most new businesses is often affectionately known as "the three F's: friends, family and fools." In addition to exhausting his or her own personal funds, the entrepreneur will often go to friends and family for small amounts of capital to plant their budding idea.

From there, many would-be entrepreneurs don't know quite where to turn and often end up starving for cash or taking the wrong type of funding. "The biggest problem is that there is usually a huge gap between the three F's and the next step-typically bank lending or venture capital funding," says Alan Hall, founder of Grow Utah Ventures. "Banks want collateral, and VCs are looking for larger, growing concerns."

That's where Hall's group, known as angel investors, comes in. Angels are very early stage investors who invest smaller amounts of cash at critical times in a start-up's beginning. After building his own startup into a very large, successful company, Hall wanted to give something back to the community and help other entrepreneurs find the success he has enjoyed. "For me it's all about giving back-recycling the money to keep doing good things and helping other entrepreneurs be successful."

Hall has found other like-minded angels (89 so far) who have come together in groups that coordinate new business evaluation and mentoring, and syndicate investments in the most promising ones. The group's goal is to grow total membership to 150 within two years and invest in a total of 100 Utah start-up companies. To date, they've made 55 investments, (averaging \$500,000 each) of which 50 are doing well-a very high success rate by any measure. So what's the secret?

"We invest much more than money in these businesses," says Hall. "There is a substantial amount of coaching, marketing and sales help, mentoring, etc. that the angels give to each deal. It makes a world of difference in the outcomes." Due to the success of the program, Hall has had visits from officials from numerous states and a variety of foreign countries interested in replicating his success in other parts of the country and the world.

While Grow Utah Ventures is among the newest of Utah's angel groups, it is by no means the only one. The Utah Angels of Utah County have been active for many years, as have other individual angels and smaller investor groups around the state.

VENTURE CAPITAL MUSCLE

Utah's robust entrepreneurial climate has benefited over the years from a solid and growing venture capital

GROW UTAH VENTURES







STUDENTS AT THE UNIVERSITY VENTURE FUND BENEFIT FROM ENTREPRENEURS LIKE JAMES LEE SORENSON.

"Venture capital in Utah has really matured in the past few years. We have highly experienced firms who understand how to creatively get deals done. and who have the size and influence that make the difference in aettina the most attractive opportunities funded."

Todd Stevens

MANAGING DIRECTOR, WASATCH VENTURE FUND

CHARLOTTE'S ENJOYS SMALL BUSINESS FINANCING IN UTAH

"We invest much more than money in these businesses. There is a substantial amount of coaching, marketing and sales help, mentoring, etc. that the angels give to each deal. It makes a world of difference in the outcomes."

Alan Hall

FOUNDER, GROW UTAH VENTURES

community. These firms boast multiple successful raises and portfolios marked by strong growth and profitable exits. Utah's growing experience and sophistication in initiating and managing this deal flow has increasingly attracted the attention of investors and acquiring companies across the nation.

"Venture capital in Utah has really matured in the past few years," says Todd Stevens, managing director of Wasatch Venture Fund, one of the early pioneers of venture capital in the state. "We have highly experienced firms who understand how to creatively get deals done, and who have the size and influence that make the difference in getting the most attractive opportunities funded."

An important part of this success is the complete infrastructure surrounding successfully funded projects. This includes legal and accounting expertise, executive and board talent, and networking or syndication with other prominent venture funds in the appropriate fields of interest.

An excellent resource for companies seeking venture funding in the state is the Wayne Brown Institute (WBI). WBI offers entrepreneurs educational and training programs that transfer experience, knowledge, contacts and capital from the world's leading business and financial organizations to promising early-stage, technology-based companies. WBI also hosts several annual conferences that put selected entrepreneurs in front of angel, corporate and venture investors. Historically, 60 percent of these companies have found funding within 12 months. Other incubator programs can be found at Larry Miller Business Innovation Center, a part of the Salt Lake Community College, BYU, and U of U, through the business schools. More incubators are in development in the private sector and the existing operations can make referrals.

THE FUND OF FUNDS

Utah's robust entrepreneurial environment stems in part from a close working relationship between gov-

ernment and private sector funding resources. One particularly innovative program is the Utah Fund of Funds (Utah FoF).

Utah FoF was created by the Utah Legislature to increase the amount and diversity of capital funding available to high-growth, early-stage companies in the state. Rather than invest directly in these companies, the program is structured to attract quality professional venture capital firms both in and out of the state to focus more of their investment efforts on Utah entrepreneurs. The Utah FoF invests in these carefully chosen venture firms, which then commit to working closely with Utah companies and entrepreneurs with the goal of funding promising deals in the state.

"The Utah Fund of Funds is the result of years of work by a group of visionary professionals and legislators who studied and brought together the very best ideas, concepts and programs in the world for encouraging and supporting venture funding," says Jeremy Neilson, managing director for Utah FoF. "The program has already stimulated substantially higher attention and activity among quality investment firms in working with Utah entrepreneurs."

The Utah FoF financing is provided by a third party, and is backed by refundable, transferable, contingent State of Utah tax credits approved by the Utah Legislature. The first \$100 million round of the Utah FoF was financed by Deutsche Bank.

The Utah FoF is targeting approximately 20 venture funds for inclusion in its Fund I investments. Currently, the portfolio consists of nine investment firms, which range from seed stage to later-stage growth companies, and cross a variety of industry areas, including life sciences, information technology, retail, consumer and business services. Three of these firms are headquartered in Utah, one in Idaho, one in New York and the remainder in the San Francisco Bay Area.

SBA HEAVEN

Many entrepreneurial businesses are more suited to an infusion of debt capital rather than equity to help them get off the ground or on to the next phase of their growth. However, because of their early-stage status, most of them don't qualify for conventional loan financing because of few assets for security, higher perceived risk, and cash flows that are still ramping up.

For these companies, Utah offers one of the most successful and aggressive SBA (Small Business Administration) lending environments in the country. In 2006 Utah financial institutions initiated 2,153 SBA loans for a total of \$313 million. Per capita, that's the highest lending rate in the country.

These loans, which are made by local institutions but backed up by U.S. Government guarantees, provide young companies with up to \$2 million for working capital, equipment, inventory, purchase of land and buildings, or to acquire a business. Longer maturities and more competitive interest rates give growing companies a longer financial runway in their early years.

"Utah is a very entrepreneurial state," says Stan Nakano, district director, SBA in Utah. "Because of that culture and attitude, people in business here want to take advantage of our products and programs. It's working very well."

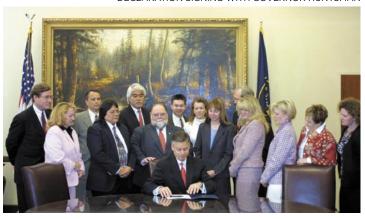
Of the total SBA loans placed in Utah during 2006, over 30 percent were to startup companies-those that have been in business less than two years-and nearly 23 percent went to minority and women business owners. "These loans showed good diversification, cutting across all types of businesses in a variety of key industries and products," says Nakano. "The state has done a wonderful job of creating a culture and a place where small businesses have the opportunity to succeed and grow. Our lending patterns are a reflection of that culture."

Scott Davis, president of Mountain West Small Business Finance reflects that same opinion. His company, a non-profit Certified Development Company (CDC) regulated by the SBA, is a leader in SBA lending. "The Utah SBA office is one of the most progressive in the country," says Davis. "These people look for ways to make deals happen versus the easy bureaucratic 'No'. They love the state and want to see businesses succeed."

Mountain West has been effective in helping small projects get off the ground, including those in many rural communities throughout the state. Last year, approximately 35 to 40 percent of loans placed were with businesses in rural areas.

BANKS AND CREDIT UNIONS

For decades. Utah banks have worked closely with the SBA to support lending programs that help small businesses build the local economy and create jobs. "Helping Utah's visionary entrepreneurs gain access to the capital they need is vital to banks because small businesses play a fundamental role in our economy and in the communities where we operate," says Howard Headlee, president of the Utah Bankers Association. "Small and growing businesses use the SBA loan process to establish and build a banking relationship that will last for years. It is important to choose a bank that has a full range of products as well as the business



expertise that can grow with the success of the business."

In Utah, Zions Bank has ranked as the state's top SBA lender for the past 13 consecutive years. During 2006, Zions approved more than \$43.3 million in 7(a) loans, representing 24 percent of all SBA-backed loans in the state. "We promote an institution-wide commitment to supporting small businesses because they preserve Utah's rich heritage of enterprise and ingenuity," says Scott Anderson, president and chief executive officer of Zions Bank. Zions Bank's expertise in this area is nationally recognized as they were one of just two banks in the nation to be designated as an "Export Lender of the Year" for 2007 by the U.S. SBA office. However, a record number of banks are competing with Zions for SBA loans in Utah, with 51 banks making SBA loans in 2006, up from 39 just five years ago.

Utah's credit unions have also begun to play a larger role in the SBA lending process. This has been achieved through an innovative cooperative Credit Union Service Organization (CUSO) called MBL, member business lending in industry parlance. MBL credit unions in the state handled 35 percent of the SBA loans through the first half of 2007. "MBL has provided credit unions with the necessary education and tools to become highly proficient in the SBA lending market," says Kent Moon, chairman and CEO of MBL. "This has opened up a whole new underserved market of small businesses who previously would have gone without much needed capital to expand."

"The state has done a wonderful job of creating a culture and a place where small businesses have the opportunity to succeed and grow. Our lending patterns are a reflection of that culture."

Stan Nakano

DISTRICT DIRECTOR, SMALL BUSINESS ADMINISTRATION

ENTREPRENEUR'S DREAM

In recent years, Utah has been propelled to the national forefront as one of the top spots to start and grow a business, a position highlighted through numerous awards and recognitions. This environment has attracted growing numbers of budding entrepreneurs who are finding Utah's depth of resources and infrastructure unexcelled anywhere in the world. Among those resources is a robust financial community that is skilled and responsive in meeting the needs of small, growing companies. With so many other things to worry about in starting a new business, Utah entrepreneurs are sleeping better at night knowing that they will have more than a few pennies rattling around in the bank account.

AGAIN IN THE TOP 10

The BYU Marriott School

ranked 8th overall in BusinessWeek's most comprehensive ranking of U.S. undergraduate programs.

The school ranked first in return on tuition for private colleges and second among recruiters as the best place to hire graduates.

"It's a great honor to be counted among the top one or two percent of business programs in the country. We have terrific students and a talented faculty who just keep getting better."

-Dean Ned Hill





"UNIQUE" IS A WORD THAT IS OFTEN MISUSED. When describing Utah's workforce, however, it is perfect. With the youngest workforce in the country, no other state can compare to Utah's fertile ground for business growth and development.

According to U.S. Census figures, the nation's workforce is dominated by baby boomers, the oldest of whom are now in their 60's. Utah's workforce, by comparison, is dominated by much younger workers. 48 percent of the state's population is 35 years old or younger, and no other state breaks even the 40 percent barrier in this regard. Utah is also growing, with a 2.7 percent increase in population during 2006, which is three times the national average.

The future is bright, according to Mark Knold, chief economist for the Utah Department of Workforce Services, who notes that the largest age group in Utah is between the ages of zero and ten. "We're into our third baby boom, while the nation had only one," he says, "In 20 years, there will be another large grouping coming into the labor force."

A HEALTHY AND WISE WORKFORCE

Peter Metcalf moved his business, Black Diamond Equipment, a manufacturer of climbing and skiing equipment, from Ventura, Calif. to Salt Lake City in 1991. His Utah workforce of about 300 employees is diverse, (including Tibetans, Bosnians, Vietnamese, Hispanics and others) hard working and well educated.

"It's a motivated group of people," says Metcalf, who has hired from the state's universities. "There are good universities here. We've hired [engineering and design graduates] out of BYU, which is a great university, and also the University of Utah."

As Metcalf found, there is more to the quality of Utah's workforce than just its young age and high growth rate. The 2005 National Healthcare Quality Report, published by the federal Agency of Healthcare Quality and Research published, compared the quality of health care among the 50 states. Of the seven states that received the highest rating of "strong," Utah stood alone among the Rocky Mountain and West Coast states.

Utah ranks fourth highest in the country for the percentage of people 25 years and older who have completed high school, with 90.7 percent, and Utah's high school seniors rank third in the nation by the College Board in earning college credits through advanced placement exams.

"We've gotten high level people from very large, global companies because of where we're located and who we are," Metcalf says. He also reports that the incidence of workers' comp claims and questionable claims are lower in Utah than other areas of the country.

Rossignol North America, a division of Quiksilver Inc., moved its headquarters to Park City, a ski-resort town located 40 minutes from downtown Salt Lake City. Executives at the company, which is one of world's largest ski manufacturers,

have been pleased with the workforce it has attracted in Utah. "We were overwhelmed when we posted jobs. We're very satisfied with the people we've hired," says Rossignol President Francois Goulet.

As Metcalf acknowledged, part of the quality of Utah's workforce can be attributed to the quality of the state's educational institutions. The University of Utah. with its 27.000 students. boasts a renowned medical and biotechnology program, which is responsible for developments such as the artificial heart. The school also hosts well-developed computer and engineering programs, whose graduates have founded companies like Adobe, Pixar and WordPerfect.

With its business and law schools regularly ranked among the top 50 nationally, Brigham Young University has about 30,000 students. The school is also known worldwide for its language training programs, with more than 60 languages taught there.

Utah State University, the state's third largest research institution, has roots in agricultural economics, but

its Space Dynamics Laboratory, located on the north end of campus, claims more science projects sent to space than any other university in the country. Across the state, other higher education institutions are churning out graduates who are ready to hit the workforce head-on. Weber State University and Southern Utah University round out the four-year schools, and a number of two-year programs are located in smaller communities, from St. George to Brigham City.

More recently, when Viracon decided to open its first manufacturing facility in the West, company President Don Pyatt assumed it would go to Phoenix or Las Vegas. Instead, the firm established its western beachhead in St. George, the economic hub of southwest Utah.

Electrical costs, location, availability of land and the workforce were all factors that convinced the Minnesotabased architectural glass fabricator to come to Utah, Pyatt says. The company recently opened its St. George plant with a workforce of 140, and plans to grow to 250 to 300 within a



"I said I was relocating here because I wanted our location to reside on the asset side of our balance sheet, not the liability side."

Peter Metcalf

CEO/PRESIDENT, BLACK DIAMOND EQUIPMENT couple of years. "We have had plenty of people looking for jobs and lots of choices of whom to hire," says Pyatt. "The education level is quite good."

QUALITY IS THE BYWORD

"The quality of the workforce is the thing we hear most from new businesses coming here," says Alison McFarlane, senior advisor for economic development in Salt Lake City. "It is a very accessible, capable, well-educated workforce."

As an example, McFarlane highlights the United States Postal Service, which had 15 encoding centers around the country, including one in Utah that had 700 employees. The Postal Service decided to close all but two centers, with Salt Lake City's among the survivors. The site is now the workplace of more than 1,500 employees.

"Ours was the most efficient," reports McFarlane. "There were a broad range of employees to choose from, and the Postal Service was able to main its 24-hour-a-day operation. People are just amazed at how hard people here work. It seems to surprise a lot of employers."

"It's a phenomenal workforce for several reasons," agrees Deedee Corradini, senior vice president of corporate development for Prudential Utah Real Estate, and former Salt Lake City mayor. "It's young, highly educated, it has a high work ethic and a hard work ethic."

THE BIG ATTRACTION

Part of the reason companies are so successful in attracting the right people to Utah is because of ambitious state programs geared to helping local businesses get the workforce they need. Among those is the Utah Recruitment Initiative (URI), which is bringing together state, private sector, and education resources to both recruit seasoned professionals and keep a larger portion of university graduates working at Utah companies. URI helps employers gain access to otherwise untapped pools of talent. For example, URI has an effort underway to connect with talented people who have left the state for greener pastures elsewhere, but would love to return home if good job opportunities are available.

"We have had plenty of people looking for jobs and lots of choices of whom to hire. The education level is quite good."

Don Pyatt

PRESIDENT, VIRACON



The Custom Fit program, which is administered by community colleges and applied technology centers, provides training that is specifically tailored to the employer's needs, says Jason Perry, executive director of GOED. The state's colleges provide a wide variety of courses and programs aimed at the needs of employers. Black Diamond, for example, has tapped into resources at Salt Lake Community College to train its workers on manufacturing processes, including machinists and other specific positions.

There are also tax credits and cash grant programs, both of which are tied to the wages offered by Utah companies, Perry says. Additionally, the state's Department of Workforce Services has a sophisticated Webbased system that matches employees and employers.

"I said I was relocating here because I wanted our location to reside on the asset side of our balance sheet, not the liability side," says Black Diamond's Metcalf. "The company has benefited magnificently by its decision to relocate here."

"We're into our third baby boom, while the nation had only one. In 20 years, there will be another large grouping coming into the labor force."

Mark Knold

SENIOR ECONOMIST, UTAH DEPARTMENT OF WORKFORCE SERVICES

REASON SIX

Utah's Film Industry "Lights, Camera,

By Janine S. Creager

Action"



Marshall D. Moore director of the Utah Film Commission describes the role and purpose of the organization using a simple story. Utah producers Adam Abel and Ryan Little were scouting locations for their film "Outlaw Trail" and were having a difficult time finding a cave that could work in the film. "The challenge was to find not only a cave that was visually pleasing, but also accessible with trucks and equipment" said Marshall Moore. "When they realized the task was becoming difficult they contacted our office for assistance, their timing was in harmony with a visiting production company from Los Angeles that had the same dilemma and had decided to build a cave from scratch in a warehouse in Salt Lake City. Our office was able to connect the filmmakers and a deal was made to purchase the cave and then move the pieces to American Fork where "Outlaw Trail" was being filmed. This solution was pleasing to both the producers of Outlaw Trail and the Producers of "Unearthed" who were just days away from putting the cave set in a dumpster." This is a great example of how our office can help film production, and save them money."

IF YOU PAY IT, THEY WILL COME

In the mid 1990s, Utah was one of the top five states in the country for onlocation filming. But when Canada began offering financial incentives and rebates to production teams, the crews—and dollars—flew northward.

"Around 2000, the film industry took a severe hit [when Canadian] governments were giving huge rebates to come film there," says Don Schain, Emmy-awarding winning producer of the Disney film, "High School Musical," which was shot in Utah. Schain has produced a total of 18 films for Disney, as well as working on Hayek's film, "The Maldonado Miracle," and "The World's Fastest Indian," starring Anthony Hopkins.

"After three or four years," he continues, "a lot of states started offering rebates to lure films back," including Utah, which is now one of 44 states to offer incentives to entice production crews back to the state. "It was important to get Utah into the rebate game," Schain says.

Incentives are paid out after the production crews have wrapped up filming, and are based on a percentage of the amount spent while in the state. The Motion Picture Association of Utah (MPAU), of which Schain currently serves as president, estimates that for every dollar paid out of the incentive fund, almost \$15 comes back into state coffers. The primary goal of the MPAU is to lobby the Legislature for those funds.

Last year the state paid out incentives on seven motion pictures. In the recent legislative session, the state of Utah allocated \$4 million to the Motion Picture Incentive Fund (MPIF) up from \$1 million the previous year. Film projects can receive a 15% rebate of the money spent in Utah, up to \$500,000. With these incentives, the state has been able to bring many production crews to Utah, and the demand for the region is growing. Both "High School

Musical" and the sequel have been primarily shot in Utah. Calls come in regularly inquiring about locations and incentives

"Money talks," says Moore. "I would like to see us sustain a strong incentive package that we can keep companies coming year round. We're training a lot of film professionals here. We know our market."

The current increase in good news about Utah film opportunities can be traced in part to the popularity of "High School Musical," a film which exceeded all expectations. An exploding franchise industry including film-related merchandise, CDs, DVDs, rights to school productions of the musical have all brought positive attention to the state in a way that has helped Utah's film industry at large. The state has even fielded requests from national and international tourists to visit Salt Lake's East High School where many scenes were filmed.

"It's like a huge, giant billboard that we don't have to pay for," says AMERICAN PASTTIME SET, SKULL VALLEY



Even with the phenomenal success of the first film, however, the state almost lost the sequel to the Disney hit because of a lack of incentives. That's when the Film Commission shifted into high gear.

"We showed them creatively some things that they could do," explains Moore. "High School Musical



2" with Don Schain again at the production helm, is currently in production in the state and will be broadcast on the Disney Channel this summer.

EXTENDING A HELPING HAND

The Utah film Commission was formed in 1974 as a program of what is now the Governor's Office of Economic Development, and is a member of the Association of Film Commissioners International (AFCI). Through backing by the commission, potential film producers and crews can receive assistance through every phase of production. The website, www.film.utah.gov, includes a photo gallery that offers a glimpse of the diversity of locations available throughout the state, in addition to information about permits, regulations and incentives.

"The film commission provides a lot of resources and connections to the film industry. They are very responsive, and tapped into what we need," says producer Adam Abel.

Once companies determine they would like to explore the state further, they can submit a manuscript to the commission for review. From there, the plot and story line are carefully examined to find ways the state can assist in bringing the script to life. Moore understands that not every script that is submitted will result in a film being made in the state. But, due to the fact that 80 percent of the film industry in the state is repeat clients, he also knows that any goodwill generated by the commission's efforts will pay off in the long run.

WHY UTAH?

This goodwill generated by financial incentives, easily accessible resources and word of mouth aren't the only motivators in bringing film crews to the state. Don Schain came to Utah 15 years ago when the larger parent company with which he was associated, Leucadia International,

The productions speak for themselves. I hear fellow filmmakers. They have nothing but good to say about Utah.

Adam Abel

FILM PRODUCER

asked him to be a part of a small Utah-based film division. His reasons for coming, and for staying, mirror the motivations of many film crews today: close proximity to Los Angeles, as well as a diversity of scenic locations that have been used to duplicate everything from Antarctica, shot at Strawberry Reservoir for the film "National Treasure," to an island beach shore located on the Bonneville Salt Flats in the upcoming film "Pirates of the Caribbean: At World's

And when it comes to availability of film crews, equipment and support services such as hotel and catering companies, Moore says, "Utah has one of the deepest infrastructures the film crews are considered one of the best outside of New York and Los Angeles. They are a good incentive."

Abel, known for his work on such films as "Saints and Soldiers." "The Outlaw Trail," and his upcoming project, "Forever Strong," agrees with these elements and the fact that Utah is a non-union state which means fewer complications due to bureaucracy and red tape.

With so many advantages, some might wonder if Utah is too good to be true when it comes to the film industry. When asked about possible disadvantages to filming in the state, Don Schain pauses only briefly before saying, "I don't think I've found any. The average person thinks of film as entertainment, but it is very much a business. It is good for the economy of the state."

"The productions speak for themselves." adds Abel of his experience in the state. "I hear fellow filmmakers. They have nothing but good to say about Utah."



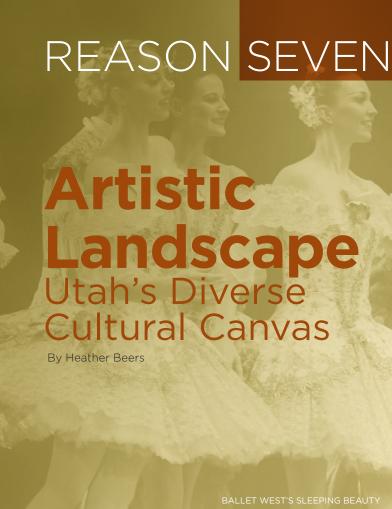
The average person thinks of film as entertainment, but it is very much a business. It is good for the economy of the state.

Don Schain

EMMY AWARD-WINNING FILM PRODUCER

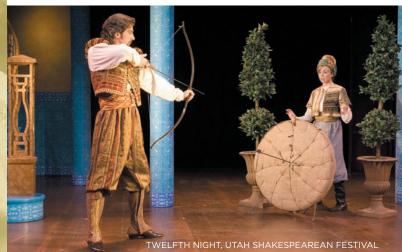


FOREVER STRONG



THE BUSINESS OF TOURISM: More visitors are coming to Utah than ever before, since the Governor's Office of Economic Development's Utah Office of Tourism launched its new "Life Elevated" brand in April of 2006. The Huntsman administration is committed to enhancing Utah's national and international image and promoting the state as a yearround destination. Utah lawmakers have appropriated \$11 million dollars for the next fiscal year for out-of-state advertising; the same level of funding the tourism office has received for the past couple of years to brand Utah following the success of the 2002 Olympic Winter Games. In 2005, the annual Utah advertising budget was only \$900,000.

After reading the next two reasons to build your business in Utah, the new focus on tourism should be no surprise. The state's cultural scene is thriving and the beauty found from the northern mountains to the southern desert is a natural draw for people from around the globe.



UTAH

READY?

Picture yourself in a turn-of-the-century gilded performance hall, mesmerized by the pathos of the internationally acclaimed dancers' pas de deux.

Next you're in a contemporary concert hall, ensnared by the bow and strings of Grammy-award winning Hilary Hahn, melding with the melodies of a world-class symphony.

Now your feet are treading smooth hardwood, carrying you past collections of Warhol, Hopper and Weston.

Where are you? Chicago? San Francisco? New York? Trv Utah.

That's right; the place that beckons skiers, mountain bikers, entrepreneurs and innovators from around the world has also earned a reputation as a consummate stage for cultural endeavors.

Whether visiting or relocating to Utah, people often comment on how impressed they are with Utah's arts and culture, says Scott Beck, president and CEO of the Salt Lake Convention and Visitors Bureau. "We find that people aren't so much surprised that the arts here are sophisticated—they know this is no longer a 'provincial town.' But they are surprised at the diversity and breadth of the arts. For example, they are surprised to see that the Rose Wagner Center has three thriving repertory theater companies under one roof."

So if theater, visual arts, dance, music, film, even l'art de la cuisine, pique your interest, find yourself transported by Utah's expansive cultural climate.

THE WORLD COMES TO THE SUNDANCE FILM FESTIVAL

When January's chill sets in, things heat up in Park City, where Hollywood glamour and indie grit collide at the Sundance Film Festival. Over the past 20-plus years, Robert Redford's little project has become an international Mecca for independent filmmakers, A-list actors, and accompanying paparazzi. Joining the global surge are Utah locals, who have long been supporters of the film festival's achievements in independent film. You too can join in the fun of finding "the next great movie hit."

UTAH SHAKESPEAREAN

While it's midway between Salt Lake City and Las Vegas, the Utah Shakespearean Festival is about as close to the Globe Theatre as you can get. One of the longest-running and largest Shakespearean festivals in North America, the \$6 million production celebrating the Bard's work has earned countless awards, not the least of which is a Tony Award for America's Outstanding Regional Theatre Its summer and fall seasons absorb thousands of visitors in classic Shakespeare pieces, such as Twelfth Night and The Tempest, and in works by more contemporary writers, such as George Bernard Shaw's Candida. As an important venue for emerging artists, the festival also hosts a New American Playwrights Project, along with literary seminars, discussions and more, all happening next to Utah's majestic mountain background.

ARTS AND MUSIC FESTIVALS

With an emphasis on the risk-taking of contemporary art, the Utah Arts Festival hosts more than 80,000 enthusiasts in just four days each June. A labyrinth of canopies announces the festival's rise on downtown Salt Lake City's Library Square, where sculptors, painters, potters, writers, filmmakers, musicians and other artists display their wares in a vibrant cultural bazaar.

Two months later, at an elevation of about 7,000-feet, the Park City Kimball Arts Festival is touted as the longestrunning arts festival in the West, with nearly 40 years of history. The festival includes more than 220 selected artists, three beer gardens, three stages and more than 30 live bands.

Exchange that festival's verdant summits for southeastern Utah's red rock country, and you get the





incomparable Moab Music Festival. Positing professional musicians from across the globe in the other-worldly settings of the region's crimson landscape, the award-winning Moab Music Festival is like no other. Founded in 1992 by professional New York musicians Michael Barrett and Leslie Tomkins, the festival "allows us to combine two of the major passions of our lives—our love of great music beautifully performed and the tremendous beauty of the Moab area." according to Barrett. The late-summer festival features classical chamber music, cross-over music, Latin music, traditional music, and song.

THEATER

From the simmering angst of repertory theater, to the subtleties of the traditional stage, to the razzamatazz of touring Broadway productions, live theater draws devoted audiences in Utah.

The Salt Lake Acting Company, Plan-B Theatre Company and Pygmalion Theatre Company are among Utah's critically acclaimed repertory theater companies presenting avantgarde and emerging works.

The Pioneer Theatre Company (PTC) is a fully professional regional theater in Salt Lake City. Its reputation for Broadway-quality productions is buoyed by professional actors, many of whom hail from New York stages. From classics such as The Grapes of Wrath to award-winners like Ragtime and Into the Woods, to contemporary plays like David Auburn's Proof, PTC's seasons are satisfying fare.

For those who want a taste of the Big Apple, Broadway Across America delivers national touring productions to full houses in Salt Lake's Capitol Theatre and Kingsbury Hall.

Other notable regional theater companies include the intimate Hale Center Theaters in Salt Lake and Utah counties and the grand Tuacahn Amphitheatre, set among the St. Georgearea's red mesas and purple cliffs.

SYMPHONY AND OPERA

As an indication of the community's priority on the arts, the Utah Symphony is one of just 18 "52-week"

orchestras in the U.S. With 85 full-time professional musicians, the Utah Symphony offers a versatile season, including traditional and contemporary performances set in the metropolitan Abravanel Hall and under the warm summer air of the Deer Valley Music Festival outdoor amphitheater.

The Utah Symphony also accompanies the Utah Opera, a professional opera company that produces stunning performances with professional talent, original costuming, and elaborate sets. From Wagner to Puccini, the nearly 30-year-old opera company pierces audiences with tales of love, loss, triumph and tragedy each season.

And if there are rumors that the symphony and opera are for aging aficionados, the Utah Symphony & Opera (US&O) are making sure that remains a myth. Luring younger audiences to US&O performances is Vivace, a hip "social club meets refined art" program created to engage 20-to 40-somethings in performances, education, and après concert parties, all for a comfortable price. Now in its second year, Vivace is growing

"We find that people aren't so much surprised that the arts here are sophisticated—they know this is no longer a 'provincial town.' But they are surprised at the diversity and breadth of the arts in Utah."

Scott Beck

PRESIDENT AND CEO, SALT LAKE CONVENTION AND VISITORS BUREAU





The new "Life Elevated" campaign is resonating with domestic and international visitors. Last year, Utah attracted 19.3 million visitors compared to 18 million in 2005 and tourism-related tax revenues are up across the state. Tourism is one of Utah's largest industries. Traveler spending rose an estimated 7.7 percent in 2006 to \$5.87 billion in the Utah economy, generating \$467 million in state and local tax revenues or about \$550 per Utah housing unit, an increase of 11.3 percent compared to 2005.



with hundreds of members who like chillin' at events with groovy titles, like "Schmoozing with Shostakovich" and "Double-licious."

Beyond the major companies. Utah is also home to smaller symphonies and operas, including the Salt Lake Symphony, the Utah Valley Symphony, and the Utah Festival Opera, a northern Utah regional opera company that has been rated as "one of the top 10 summer opera experiences in the United States."

DANCE

With touring performances to China's 6th Annual Arts Festival and Scotland's Edinburgh International Festival, Ballet West has impressed local and international audiences for more than 40 years. Its troupe of 35 professional dancers performs at Capitol Theatre, retelling favorites such as Swan Lake and Giselle, and premiering contemporary works such as Polish Pieces and In and Out by Hans van Manen.

Two modern dance companies push the envelope at the Rose Wagner Center and the Capitol Theater: Ririe-Woodbury Dance Company and Repertory Dance Theatre (RTD). Mixing multi-media and creative movement with thought-provoking works, Ririe-Woodbury has earned an international reputation for excellence. RDT has likewise captured international headlines for the "sensitivity" and "artistry" with which it preserves the modern dance pieces in its repertoire.

VISUAL ARTS

"The state has a wonderful collection of fine arts, and there are great art museums around the state—the Springville Museum of Art, The Utah Museum of Fine Arts, the Museum of Fine Arts at Brigham Young University and even the LDS Church's Museum of Church History and Art," says Tracie Cayford, deputy director, of the Utah Office of Tourism.

In addition to these and other fine art museums, dozens of galleries showcase local and national works, such as the Salt Lake Art Center in downtown Salt Lake City, the Kimball Art Center in Park City, Authentique in St. George, and numerous others, including the nearly 20 galleries that host the Salt Lake Gallery Stroll each month.

Cayford also points out Utah's well-known public art, such as Robert Smithson's Spiral Jetty in the Great Salt Lake and Swedish artist Karl Momen's Metaphor: The Tree of Life towering along I-80 near the Bonneville Salt Flats.

Art in all of its forms continues as a cultural tradition built over the last hundred plus years in Utah.

CUISINE

With its alpine powder and sundrenched hiking trails, Utah's natural playground has helped convince a number of accomplished chefs from across the country-and world-to leave frenzied urban scenes and continue their culinary passions in Utah. For example, Franck Peissel, a native of France and former chef at New York's Park Bistro. now serves quests at his namesake restaurant, Franck's, in the Salt Lake valley. Similarly, Kurtis Baguley, now the executive pastry chef at The Grand America in Salt Lake City, earned critics' esteem for his work at San Francisco's Scala's Bistro, Silks and the Four Seasons Hotel.

Other notable restaurants that frequently earn dining awards and/or crowd approval include Bambara, Blue Boar Inn, Café Madrid, Café Trio, Caffé Molise. Em's Restaurant. Faustina, Fresco, Hong Kong Tea House, Log Haven, Lugano, Metropolitan, Michelangelo's, Snake Creek Grill, The Painted Table, and many others. Twice a year many of the restaurants join in a "Dine-o-Round" promotion where customers can enjoy prix fix dinners at greatly reduced prices. Diners can find a new favorite restaurant!

CULTURAL CENTERS

With its well-known emphasis on the family, it's no wonder Utah supports forward-thinking cultural learning centers. Discovery Gateway, for example, is a hands-on riff on the traditional children's museum experience. Among many activities, children can explore dramatic storytelling in Story Factory, rule over a miniature town in Kid's Eye View, and take a turn at broadcasting in Media Central.

The Clark Planetarium brings farout science close to home. With an





IMAX theater, interactive exhibits and activities, astronomy becomes an all-day adventure.

The Leonardo, set to open in 2009, will fuse art, culture and science in exciting new ways. The learning and exploration center will sit on Library Square, adjacent to an architectural must-see-award-winning structure that is Salt Lake City Library's Main Library.

The up-and-coming Living Planet Aguarium is in its second developmental location in the south end of the Salt Lake valley. With its ultimate sights set on a downtown location rivaling major national aquariums like those in Chicago and New Orleans, the Living Planet has an impressive array of "preview" exhibits featuring sharks, coral reefs, Utah wetlands, touch pools and more.

THE MORMON **TABERNACLE CHOIR**

Perhaps Utah's most recognizable icon of performing arts is the Mormon Tabernacle Choir. The Grammy-award winning choir blends 360 voices in inspirational, patriotic and

faith-promoting harmonies.

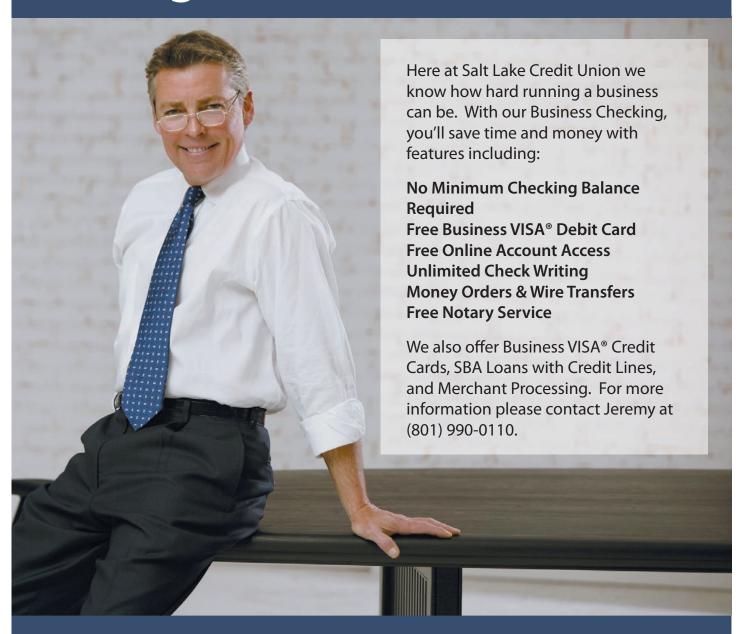
As a presidential favorite, the choir has performed at the inauguration of five U.S. presidents, was dubbed "America's Choir" by President Ronald Reagan, and has received the National Medal of Arts from President George W. Bush.

Fans can immerse themselves in the choir's music free of charge during its Thursday evening practices and Sunday morning Music and the Spoken Word broadcasts. The choir has recently returned to the renovated Tabernacle on Temple Square, where the historic assembly hall's unique acoustics and impressive organ complement the experience.

UTAH'S DEEP ROOTS

With Utah's historic foundation in the arts (its 19th century pioneers started the nation's first arts council), the state's culture is firmly rooted in the arts. So whether you prefer the vibrato of a baritone, the pirouette of a danseuse, losing yourself among gallery exhibits or saturating with Shakespeare, Utah's diverse cultural scene will truly move you.

Taking Care of Your Business



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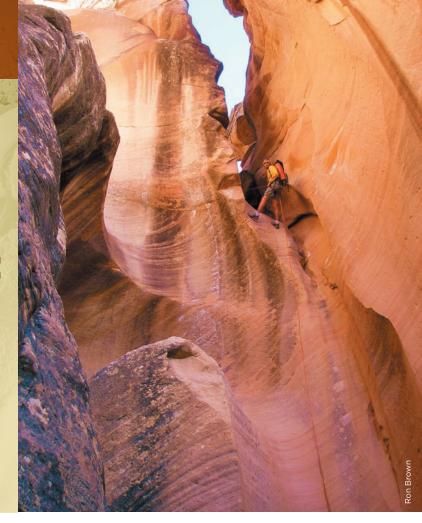


REASON EIGHT

Exploring Utah's Jaw-Dropping **Natural Splendor:**

The Snow's Phenomenal, but that's Just the Beginning

By Jane Gendron



Utah has long been known as an exceptional snow sports haven—a reputation confirmed by 17 days of

basking in the international spotlight of the 2002 Olympic Winter Games. Yet, the state touted as "Life Elevated" by the Office of Tourism, offers more than action at altitude.

From the red rocks of Arches National Park to the snowy peaks of the Wasatch Mountains, Utah's natural playground appeals to the hiker and snowboarder alike. It's an outdoor enthusiast's Mecca, where one does not have to choose between fresh powder and an afternoon tee time. In Utah, it is possible to golf and ski in the same day or climb, paddle, hike, bike, fish, horseback ride or motor across a vast and varied landscape.

LIKE WHITE GOLD

As everyone from Stein Eriksen to Ted Ligety knows, Utah's mountains, preferably topped off with fresh snow, are a treasured part of that landscape. Known for extraordinarily dry, feather-weight powder, the resorts consistently rank among the best in the nation. Readers of SKI voted seven of Utah's resorts into the magazine's Top 30 ranking, while Skiing magazine placed four resorts in their Top 25. Snow sports publications have touted everything from terrain parks at Brighton and Park City Mountain Resort to service and cuisine at Deer Valley and Snowbasin. And skiers and riders have followed the good press with Ski Utah announcing a record-breaking 4 million skier-days last season. Similarly, world-class competitions like the U.S. Freeskiing Nationals, the 2007 Chevrolet Freestyle World Cup and the World Superpipe Championships have found their way to the Beehive State.

So, what sets Utah apart from the likes of Austria and Aspen?

"It really comes down to two things: our snowfall and access to our international airport," explains Nathan Rafferty, president of Ski Utah. Rafferty ranks Utah's top three distinguishing features in the following order: snow, accessibility and variety.

Aside from being "light and fluffy" and, therefore, forgiving, Utah's snow is consistent, says Rafferty. With an average annual snowfall of 500 inches, skiers, snowboarders and folks setting off into wilderness atop snowshoes or snowmobiles can depend on an adequate base of white stuff.

Unlike isolated mountain retreats. Utah's peaks are within a stone's throw of Salt Lake City. "We have 11 ski areas within an hour of our airport," he says, noting that Snowbird is a mere 29 miles from Salt Lake International Airport, "It should be called Snowbird International Airport," he quips.

JAW-DROPPING BEAUTY

For adventurers who would rather swap out the skis for hiking boots or perhaps a saddle and chaps, "jawdropping beauty," as Ron Terry of the National Park Service puts it, draws millions of visitors from around the world each year.

"Utah offers some of nature's most rugged landscape, beautiful

wilderness and most whimsical creations," says Kurt Repanshek, who has covered public land issues since 1980 and authored three guidebooks on national parks (the most recent of which is "National Parks With Kids"). In addition to state lands set aside as wilderness, the five national parks-Zion, Bryce Canyon, Arches, Canyonlands and Capitol Reef-each contain a unique experience of geological and natural wonder.

"[Zion National Park] is a place where you can see, very easily, the process of geology still at work-the erosion and canyon cutting processes," explains Terry, chief of interpretation and visitor services at the park. The park also boasts anthropological history with 6,000 years of human occupation, from the archaic, ancestral Puebloans to today's visitors flocking from western Europe, Japan and Russia. Home to 120 miles of trails, it is a hiker's paradise.

"I would say that Zion National Park is one of the most spectacular places in the world in terms of scenery. With towering sandstone cliffs rising over 2,000 feet above Zion Canyon it is a maze of deep narrow canyons," says Terry, who has worked at 12 of the nation's parks. He adds that Zion is home to more than 900 species of plant-life, thanks to the park's varied elevations.

NOT-SO-HIDDEN GEMS

For those who like to pedal, Zion is one of several spots where cyclists can get those muscles burning in an up-canyon ride. Throughout Utah, varied trails and even a bit of asphalt challenge the avid and recreational cyclist alike. Mountain biking options range from Moab's famous Slickrock trail to lift-served summertime adventures at a number of Northern Utah ski resorts. The state also hosts an array of bike-centered events such as NORBA (National Off-Road Bicycle Association) competitions at Deer Valley and the Cactus Huggers Cycling Festival in St. George.

Repanshek, who keeps the public abreast of national park issues on his blog (www.nationalparkstraveler. com), suggests an assortment of must-see attractions, starting with

Moab. "I think you have to spend a day in Arches," he says of the park that boasts more than 2,000 natural sandstone arches. His recommendations span the state, ranging from Zion's Riverside Walk at the Temple of Sinawava, to the lava tubes at Mammoth Cave in Dixie National Forest to extinct volcanoes at Snow Canyon State Park to the Valley of the Gods to Northern Utah's Logan Canyon. The list of hidden and notso-hidden gems is endless.

In addition to exploring canyons, arches and hoodoos (weird and remarkable formations found at Bryce Canyon), the ancient "human imprint" evident in Utah's wilderness sets the state apart in Repanshek's eyes.

"These parks not only challenge you recreationally, but they challenge you to think about humankind and how far we've come," he says. Like the world-class ski resorts, every type of recreational opportunity is within easy reach. "It's right there in your face. You don't have to drive a half day or fly a half day to get there," he says.

TEMPLE OF SINAWAVA



Though Utah is perhaps lesser known for its water, alpine streams and rivers like the Provo are favored and often secret spots for discerning fly fishermen. Even celebrities like Tiger Woods have made their way to Utah for a bit of tranquil fishing. Whitewater rafting along the Green River is also a popular summertime activity while larger bodies of water, such as Lake Powell and Flaming Gorge, tend to draw the boating crowd.

"God bless our John Wayne westerns," says Leigh Von der Esch,

"These parks not only challenge you recreationally, but they challenge you to think about humankind and how far we've come. It's right there in your face. You don't have to drive a half day or fly a half day to get there."

Kurt Repanshek NATURE AUTHOR





DEER VALLEY RESORT

Tourism by the Numbers:

5.2 million recreation visits were made to Utah's five national parks during 2006

Another 4.7 million recreation visits occurred at Utah's seven national monuments, two national recreation areas, and one national historic site

4.5 million visitors enjoyed Utah's 42 state parks during 2006

23.0 million vehicles crossed Utah's borders along Interstate highways in 2006

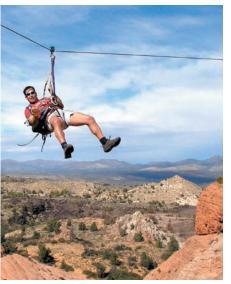
21.6 million passengers arrived at Salt Lake International Airport during the year

Utah's ski and snowboard industry notched its fourth consecutive record-breaking season with its 13 ski resorts hosting nearly **4.1 million** skier days during the 2006/07 season

581,154 visitors stopped at one of Utah's six Welcome Centers during 2006

68.3% statewide hotel/motel occupancy rate in 2006, compared to 65.0% in 2005





director of Utah's Office of Tourism, who partially credits the films with drawing international visitors to Utah parks. For those inspired by the cowboy image, there is no shortage of opportunities to saddle up and ride through the state's canyons, meadows and alpine valleys. Whether teetering on the edge of Bryce Canyon's stunning trails or galloping through Butch Cassidy's old stomping grounds, the equestrian set has plenty of room to roam.

SOFT ADVENTURE?

Natural playground aside, Utah is also home to man-made facilities that cater to more traditional athletics. Given the legacy of the 2002 Games, thrill-seekers can test their skills in unique sports including bobsled, skeleton, freestyle aerials and Nordic jumping. Park City's Utah Olympic Park, for example, offers lessons for novices who wish to emulate the high-flying aerialist antics of the athletes who use the site as a training facility.

If white-knuckle luge running is not your idea of an active morning. an emerging new outdoor sports trend might be right in the sweet spot. According to Jeff Harding, who handles sports and events marketing for St. George Convention and Visitors Bureau, "soft adventure" is on the rise. He describes this genre of recreation as having an element of risk, but also an element of control. Joining traditionally popular sports such as hiking and mountain biking,

this slightly more "extreme" recreation type ranges from tandem sky diving to rappelling in slot canyons.

Harding put the diversity of less conventional activities to the test with a visiting film crew. "We had them on ATVs, Segways (a funky new transporter), powered-parachutes and a zip line all within eight hours," he says, admitting that he would normally recommend sampling each activity at a leisurely pace, when possible.

Utah's "incomparable recreational product," is matched by unparalleled amenities, according to Von der Esch. "There's a five-star experience waiting for you in many parts of the state" she says, pointing to luxury havens like Stein Eriksen Lodge and Sowela River Ranch. Harding similarly notes, "Utah still has a rural feel, but you have every big city amenity that the city traveler-adventurer could ask for." With pampering at their fingertips, weekend warriors and travelers can soak in the scenery, accomplish an exhilarating work-out and sit down to an elegant fine dining experience all in the same day.

Perhaps true indulgence means skiing in the morning and teeing off in the afternoon-a feat Rafferty has accomplished on more than one spring day. An avid golfer, Von der Esch ranks Utah's courses among the best in the nation, touting the charms of public courses like Soldier Hollow and Wasatch Mountain State Park. She's been similarly impressed by the courses sprouting up in the desert landscape. "The Moab course

with its ribbon of green through red rock-what a contrast," she says. Courses by esteemed designers, such as Jack Nicklaus and Bruce Summerhays, offer challenging golf in myriad settings.

A RESOUNDING YES!

According to Von der Esch, 19 million visitors make their way to the Beehive state each year - a number, she says, that is steadily increasing ahead of the competition. "I think Utah is being discovered."

While locals might prefer to keep Utah's secret to themselves, its discovery is far from spoiling the outdoor experience. For example, despite the increased number of skiers and snowboarders, Rafferty believes that resorts will remain relatively uncrowded (with the caveat that the Saturday after Christmas will likely always involve a few lift lines). "We've got a lot of room to grow," he says.

With careful planning and continue wise management, the vastness of Utah's landscape will continue to provide adventure and solitude to outdoor enthusiasts as they walk. ride and explore Utah at every altitude for centuries to come.

"There's a five-star experience waiting for you in many parts of the state."

Leigh von der Esch

DIRECTOR, UTAH OFFICE OF TOURISM

For more information on outdoor recreation in Utah. check out the following Web sites:

Utah Travel Council Web site: www.utah.com Ski Utah Web Site: www.skiutah.com National Parks Service: www.nps.gov



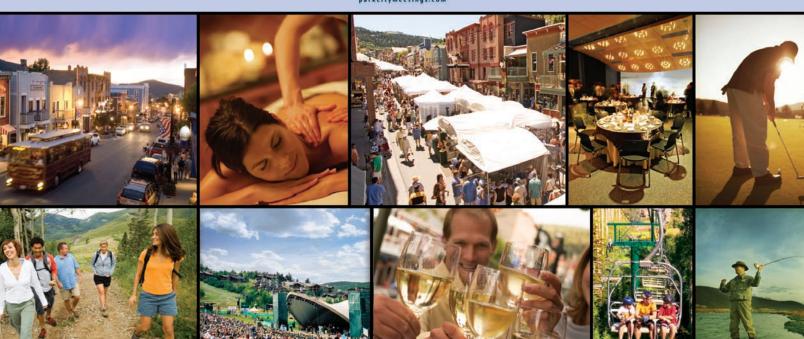


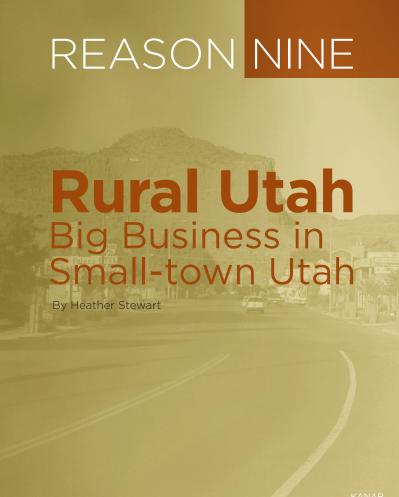
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IMAGINE GOING FOR AN EARLY MORNING JOG BEFORE WORK-not

through the busy streets of a city, but along the trails of a gorgeous national park, watching the sun rise in the clear blue skies above shimmering red rock cliffs.

This daydream is reality for the many entrepreneurs and business owners who have decided to set up shop in Utah's rural communities. But proximity to outdoor recreation is not the only advantage of the state's idyllic rural towns. Such cities also offer a hardworking, educated workforce with a relaxed, small-town lifestyle and a variety of economic development incentives for new businesses.

A LOYAL WORKFORCE

When Shelli Gardner decided to move her rubber stamp and scrapbook accessories business from southern Nevada to Utah, her hometown of Kanab was a natural choice—although big-city executives might not have viewed the remote town with a population of about 5,000 as a top choice for a manufacturing company.

The city of Kanab is perched at the southern-most border of the state, situated in a breathtaking landscape of coral pink cliffs, powdery sand dunes and earth-carving lava flows. The area seems like the last outpost of the Old West, but it is ideally located at the hub of several national parks including Zion, Bryce and the Grand Canyon, as well as the Lake Powell national recreation area. It is also centrally located between the major metropolitan areas of the Southwest: Las Vegas, Phoenix, Denver and Salt Lake City.

"The people who live in Kanab choose to live in Kanab. There's one traffic light in town. It's a slower lifestyle, a more relaxed lifestyle," Gardner says. Nevertheless, her company, Stampin' Up!, has thrived in the rural community.

The business opened its Kanab manufacturing facility in 1992. Since that time, the company has expanded at a rapid clip. "We added on to our building several times. Finally, we decided to invest in a new building for our workers," Gardner says. Stampin' Up! opened its new 80,000-squarefoot facility in March 2007, and the original building remains in operation as well. Together, the two buildings house about 100 workers.

The company's headquarters are in the Salt Lake metropolitan area, but Gardner intends to keep the manufacturing operations in Kanab, 300 miles to the south. "We didn't want to bring the facility to northern Utah because our employees in Kanab know our product and our processes," she says.

Gardner characterizes her Kanab employees as extremely loyal. In fact, her manufacturing plant in Kanab has a much lower turnover rate than the administrative office in Salt Lake. "The community has been really good to us. We have employees who have been with us since 1992," she explains. "I love Kanab. Whenever I get to visit, I see my wonderful employees and I see the beautiful landscape, and it keeps me coming back."

A UNIQUE CULTURE

The city of Moab has become a major draw for outdoor enthusiasts and for companies looking to mix business with after-hours access to red rock wilderness. Moab is located in central-eastern Utah next to Arches National Park, a park famed for its surreal rock formations and twisting arches. The scarlet terrain lends itself to hiking, biking, horseback riding and camping, in addition to river rafting on the Colorado and Green Rivers.

The city's world-class outdoor adventure offerings have attracted recreation companies that want to open their corporate doors onto desert wilderness. Zeal Optics, a company that manufactures and markets performance eyewear for outdoor recreation, was founded by a duo of professional mountain bikers who fell in love with Moab during frequent biking trips.

"Moab lends itself to our brand," says Wink Jackson, co-founder of Zeal Optics. "People really notice the relationship between the two-a "I love Kanab. Whenever I get to visit, I see my wonderful employees and I see the beautiful landscape, and it keeps me coming back."

Shelli Gardner

CEO/CO-FOUNDER, STAMPIN'UP!



sports recreation company set in one of the most recognized adventure destinations in the world."

The company's Website expresses Zeal Optics' passion for outdoor adventure through breathtaking images of the landscape around Moab. "I don't think that we could really convey that message clearly and honestly to the consumer if we were in Los Angeles or another place like that," Jackson says.

David Sakrison, mayor of Moab, estimates that 80 percent of the city's economy is built on tourism, although the city is also home to numerous Internet-based companies. "With telecommunications, people can work from almost anywhere," he says. "Moab has, I think, more home-based businesses than anvwhere else in the state "

The Synergy Company, a vitamin marketing company, calls Moab home, as does the S.M. Stoller Corporation, an environmental restoration company. The city is also home to publishing companies, distribution centers and film production businesses.



What attracts entrepreneurs to the unique town? "Quality of life." says Sakrison. "Friendly people, clean air and clean skies."

"A big-city location might be more convenient," Jackson says, "but it wouldn't be as much fun."

BUILDING ON ASSETS

About 30 miles west of Brigham City in northern Utah sits the Golden Spike National Historic Site—the place where the transcontinental railroad was completed, joining the two distant coasts with a belt of rail. This transportation milestone shaped the economic future of Brigham City and the surrounding region. The city, framed by lush farmland and a beautiful, mountainous terrain, has attracted numerous manufacturing and distribution enterprises due to its transportation infrastructure.

"We have a fairly strong manufacturing base here in Box Elder County," says Paul Larsen, economic development director for Brigham City. Companies such as ATK Thiokol. Auto Liv and Nucor Building Svstems have established operations in the county, taking advantage of the rail-served transportation hub.

Brigham City is not only situated near the railroad, but also along Interstate 84 and Interstate 15. the primary distribution corridor between Mexico and Canada. On top of that, the city is building up its telecommunications infrastructure with an extensive fiber-optic network.

Even so, the city has held onto its rural roots and country charm. Every year in September the city celebrates Peach Days, the oldest continually celebrated harvest festival in the state.

"Brigham City has a small-town atmosphere that people enjoy, but

"Moab lends itself to our brand. People really notice the relationship between the two-a sports recreation company set in one of the most recognized adventure destinations in the world."

Wink Jackson

CO-FOUNDER OF ZEAL OPTICS



yet we're only one hour away from the amenities in Salt Lake City," Larsen says. "You can enjoy that relaxed lifestyle and the beautiful scenery, but you can still be near enough to the ski resorts and the urban nightlife to enjoy that too."

Larsen believes the aerospace industry, which has a strong base in counties to the south, will soon expand into Brigham City, as will the related composites industry. The city is in a Historically Underutilized Business Zone (HUB zone), which means that companies located there receive some preference when bidding for federal contracts. And state incentives are also available for companies to relocate to Box Elder County-and to other, thriving rural communities in Utah.

Rural Utah offers businesses big city capabilities required to be competitive in today's global economy. But entrepreneurs are mostly attracted to rural Utah because of the people, the lifestyle and the outdoors. "We loved the area," says Wink Jackson, "and we thought it would be really cool to start a business there."

"Brigham City has a small-town atmosphere that people enjoy, but yet we're only one hour away from the amenities in Salt Lake City. You can enjoy that relaxed lifestyle and the beautiful scenery, but you can still be near enough to the ski resorts and the urban nightlife to enjoy that too."

Paul Larsen

ECONOMIC DEVELOPMENT DIRECTOR, BRIGHAM CITY

REASON TEN

Clear Skies and Warming Utah's International **Business Climate**





LEW CRAMER IS EXCITED.

By Paul Rawlins

Ask the CEO of Utah's new World Trade Center why Utah businesses should be going global, and Cramer rattles off a number of reasons, starting with, "Number one, we have a booming economy... We ought to be out there taking advantage now of international opportunities."

The potential of those international opportunities was summed up succinctly by Franz Kolb, director for Europe and India in the International Trade and Development Office (ITDO) of the Governor's Office of Economic Development (GOED). "Here's the shocker: Only 5 percent of the population of the world lives in the United States."

In the past, Kolb and his colleagues had to sell people on international business. Now companies know that international sales aren't just gravy. They are a staple of a well-balanced economic diet.

Karen Gunn agrees that the time is ripe for Utah entrepreneurs who are looking to branch out into the global market. "Now there is a support network in terms of financing, education, training, matchmaking resources and mentoring that have not been here before in a comprehensive way," says Gunn, division chair of business and employer outreach education services at Salt Lake Community College's Miller Business Resource Center.

As a result, Utah companies can face the future with an expanding menu of options for maximizing international trade opportunites, including seminars and trade missions to a variety of key countries around the world, the new World Trade Center Utah and Miller Global Business Center and an expanding support network to offer Utah businesses unprecedented assistance in going global.

THE STATE ON A MISSION

"One of the things that the state can do really well is open doors," says GOED Executive Director Jason Perry. ITDO employees work to facilitate matchmaking, exporting and foreign investment while providing access to contacts and networks, both through its office in Salt Lake City and through trade representatives dispersed around the world. Two of the ITDO's specific initiatives that will continue to play a major role in 2007 are foreign trade seminars and trade missions.

Brett Heimburger, and Miguel Rovira. ITDO's directors for Asia and Mexico/Canada, respectively, see focused seminars centered on visits from invited representatives of target nations as a great way of leveraging the state's contacts and resources. especially for companies that may not be able to afford to travel. Seminars focus on a country or area and on strategic clusters of Utah state industries—such as IT. life sciences. aerospace, or tourism. These sectors are looking for key areas of rapid growth where there is an equivalent area of need in those markets, Heimburger says.

For the Mexico seminar in March, the ITDO invited various Mexican states to send economic develop-

ment representatives, as well as private sector service providers, to talk about opportunities in their states. A similar program was offered for Korea, and additional seminars are planned for China and Taiwan. Other recent seminars have focused on Japan, India, and the 10 members of the Association of Southeast Asian Nations (ASEAN).

On the heels of a successful year of trade missions in 2006, additional missions are in the works for 2007. The big buzz from 2006 was the trade mission to China (where Utah's annual exports have almost tripled since 2003) led by Governor Jon Huntsman, Jr. and which included 20 companies. Last year also saw a trade mission to Mexico, which featured trips to Monterrey and Mexico City for matchmaking meetings and sit-downs with organizations such as the American Chamber of Commerce of Monterrey, state development offices, and private companies.

The trade missions are all about networking, making contacts, and opening doors. "As much as technology provides a bridge for international relationships, you still have to travel in-country to develop and maintain relationships if you are going to conduct international business," Rovira says. Some cultures, including many in Asia, require face-to-face contact, and, as Kolb stresses, that contact "shows your commitment to the relationship."

Trade missions can include presentations by university presidents, discussions on art exhibits, cultural trades, educational trades, the signing of sister state agreements and memorandums of understanding, as well as opportunities to help increase travel and tourism.

While trade missions are driven by the private sector, the government support carries plenty of weight in many parts of the world. "The state seal means a lot in foreign countries," Perry notes. In many countries, government is seen as a partner in facilitating business deals. Government involvement lends credibility, and for smaller companies, Perry says, this many be the only way to

gain access to higher level officials they could never reach on their own. This year already includes plans for two more trade missions to Mexico. A trip to Toronto. Canada will focus on life-science companies and efforts to create synergies with counterparts there, and a major trip to India is in the works for the fall.

WTC LITAH

Utah took another step onto the world stage with the opening of the World Trade Center Utah in September 2006. If the name brings to mind the towers that stood in New York City, it should. There are over 300 WTCs in countries worldwide. Utah's WTC is the only center between Denver and the West Coast and will service the entire Intermountain region.

"International trade is a networking business, and we're trying to provide the hub for that," says Cramer, newly appointed CEO for World Trade Center Utah. The goal is to make Utah's WTC "a one-stop shop" for contacts and information. It will also provide a link with the other

WTCs around the world. Cramer sees WTC Utah as "part of a three-legged stool for international business" that includes federal government, the state, and the WTC, working with the chambers of commerce and representing the private sector as a "seamless partner" with other trade agencies in the state.

The WTC currently operates out of the Salt Lake Chamber of Commerce building, though there are plans to build a home of its own. Still, Cramer says Utah's WTC will operate extremely effectively as something of a "virtual" WTC that taps into other permanent resources in the state. For example, for educational needs. the WTC will work with the universities, and it has already partnered with the Miller Global Business Center and GOED on a number of initiatives, cosponsored several seminars, helped host visiting ambassadors. and planned trade missions. It is just getting started.

MILLER GLOBAL BUSINESS CENTER

Another new addition to Utah's international business infrastructure is the Miller Global Business Center, established in March 2006 at the Miller Business Resource Center, a business incubator run in conjunction with Salt Lake Community College.

Gunn says the first reason for establishing the center was a need for applicable hands-on training for Utah entrepreneurs who were ready to move onto the global stage. "There really wasn't a place that had a comprehensive education and training program," Gunn says. "We formed a partnership with the Department of Commerce's Export Assistance Center to leverage our educational and training resources with their international commerce expertise. The result is a comprehensive one-stop place for those small business owners and entrepreneurs interested in gaining more knowledge in international business." Additionally, the business incubator itself, which already had partners in Brazil and the Ukraine, was requesting "virtual incubation and training."

The center has four key educational and training components.

"Now there is a support network in terms of financing, education, training, matchmaking resources and mentoring that have not been here before in a comprehensive way."

Karen Gunn

DIVISION CHAIR OF BUSINESS AND EMPLOYER OUTREACH EDUCATION, SALT LAKE COMMUNITY COLLEGE MILLER BUSINESS RESOURCE CENTER



TORONTO TRADE MISSION PARTICIPANTS

First, it provides international business training through partners like the Export Assistance Center, WTC Utah, and GOED. It also offers international business counseling for businesses looking to make a global move, as well as "Business Briefings," two-hour workshops on international business topics. "But our star program and core," says Gunn, "is the Executive Certificate in Global Management program." The 12week course can qualify a Utah business-small, medium, or large-as a certified exporter from Utah. The course also serves as a preparatory program for the NASBITE exam.

Huntsman awarded certificates to the first graduates from the Executive Certificate program last January, and the center has also awarded certificates of Excellence in International Exportation from the U.S. Commercial Service to Steve Williams of FedEx and Excellence in International Entrepreneurship to Dale Skidmore of Advanced Aquatics. Two incubator clients, Spectrum Home Services and Velosium, are in the process of negotiating their first international contracts in Canada and England respectively.

WHY GO WEST?

Perry likes to point out two things Utah has to offer to international businesses. First, "Utah is increasingly known throughout the world as a very safe place to invest," he says. Second, Utah has a strong reputation internationally as being a place with "good ideas" and for finding commercial applications stemming from research generated at its universities. During a recent conference that included attendees from Mongolia and Albania, Kolb says, participants remarked about the state's uniqueness, with its multilingual population and sincere interest in other cultures. The state has a comparatively young, welleducated workforce, and it boasts a collection of natural wonders and resources found nowhere else in the world and a lifestyle that many people find inviting.

With this in mind, Utah's trade missions include educational, tourism, and cultural components. Last year's Mexico trip in November in-



cluded representatives from the state's tourism department and Ski Utah because, as Rovira points out, "about 100,000 Mexican tourists come here every year." On last year's China mission, Huntsman established a scholarship between the University of Utah and Shanghi Normal University, which already had a loose partnership. And, as Heimburger notes, "to say that the Chinese tourism market is booming is a gross understatement. It's enormous."

THE CURRENT CLIMATE

This expanding base of international business support is helping Utah companies find abundant opportunities abroad. Ask Keith Martin of Martin Doors (now selling overhead doors in 84 countries) where his best markets are, and he will tell you that "With the way the dollar is today, we have 84 best markets." A growing number of Utah companies are experiencing similar international success. During last year's trade mission, aircraft parts manufacturer Wencor Group, from Springville, Utah signed, a joint venture agreement with Chinese firm Huafeng Science & Technology Co. NuSkin has broken new ground in China and is now joining forces with Xango, USANA, Tahitian Noni, and Nature's Sunshine on promoting their products.

That's just what Cramer wants to see. Now is the time, he says, to leverage the tremendous base of internationally oriented resources in Utah. "We have a state government led by a governor who is very internationally minded, a culturally experienced and linguistically talented population, institutions focused on turning out graduates with the skills to do international business, a reputation based on the Olympics of being a beautiful place, a competent location to do business, and a very friendly population that help people who come here."

"With the way the dollar is today, we have 84 best markets."

Keith Martin

DIRECTOR OF INTERNATIONAL SALES, MARTIN DOORS

notes that Huntsman is not only

"very well connected and very well

respected," but he also has "a solid

understanding of international busi-

ness." His unique qualifications put

him at ease with business people

and diplomats and have allowed

him, as Kolb says, to be able to bring

best-practices to his administration.



"Our mindset says we are a world city, an international destination" Cramer says. "A place where the climate is just right for business."

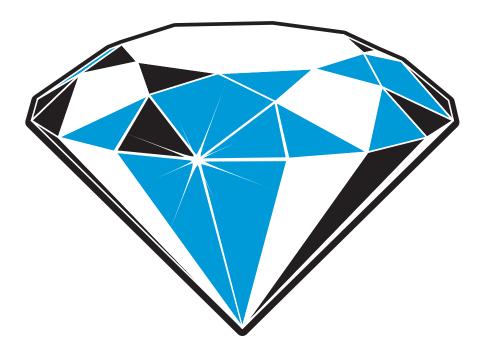
And then there's the governor. There are some advantages to having the only governor in the United States who speaks fluent Mandarin and comes with a wealth of international diplomatic and trade experience. In China, Perry says, Huntsman was able to get meetings "with government officials that very few get to see." He's "an amazing advocate of international trade." Heimburger

"Our mindset says we are a world city, an international destination. A place where the climate is just right for business."

Lew Cramer

CEO, UTAH WORLD TRADE CENTER

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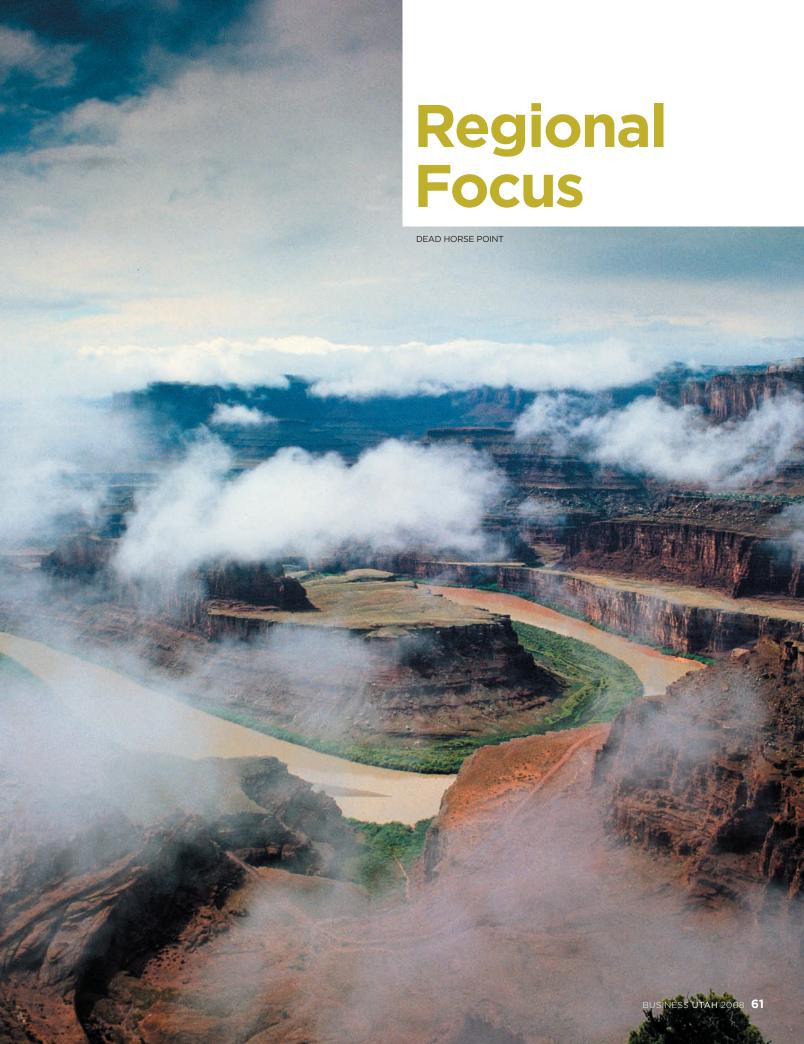




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WASATCH FRONT

Utah's Commercial **Epicenter**

By Janine S. Creager

There was a time when the communities along Utah's Wasatch Front existed largely independent of one another, each maintaining its own commercial, cultural and economic district. But those days are long gone, as the borders of these local cities now transition seamlessly from one to the other. The Wasatch Front of today, which includes the counties of Salt Lake, Tooele, Davis, Weber and Morgan, is now a rich blend of history, talent and skill that affects all who reside and work within its boundaries.

THINKING AND ACTING REGIONALLY

Of Utah's capital city and the region round about, American historian and novelist Wallace Stegner wrote. "The homesickness was not merely for Salt Lake. a city in a valley under the lee of mountains, with the glint of the lake off westward, but for a whole region, a whole lifetime of acclimatization and expectation" (from Where the Bluebird Sings to the Lemonade Springs.)

The Salt Lake Chamber features Stegner's commentary in its recent publication, A New Vision for Salt Lake City: Downtown Rising. "Downtown Rising is a living vision—a principle of vigilance, updated and supplemented over time," explains Lane Beattie, president of the Salt Lake Chamber.



SALT LAKE CITY COUNTY BUILDING

FAST FACTS:

Counties: Salt Lake, Davis, Tooele, Weber, Morgan Major Cities: Salt Lake City (178,097), West Valley City (118,917), Layton (61,782), Sandy (93,919), West Jordan (91,444), Ogden (78,309), Bountiful (41,085), Roy (35,229), Tooele (28,369)

Per Capita Income: \$32,983 (Salt Lake), \$29,357 (Davis), \$21,576 (Tooele), \$27,635 (Weber), \$24,715 (Morgan)

Major Employers: : University of Utah, Intermountain Health Care, State of Utah, Discover Financial Services, Wal-Mart, Salt Lake City Corp., Delta Airlines, Zions Bank, Hill Air Force Base, Lagoon Corporation Inc., Lifetime Products, Department of Defense, Autoliv, Convergys, Browning, Holcim US Inc.

Davis-\$227,819; Morgan-\$302,665; Salt Lake-\$269,714; Tooele-\$171,548; Weber-\$166,692



Downtown Rising is patterned after the Second Century Plan, envisioned in 1962, which included projects such as the Salt Palace, Abravanel Hall and City Creek Park. Although more than 40 years have come and gone, current chamber members are addressing many of the same questions, such as what do we all agree ought to be a part of our future and what should we leave behind as a legacy?"

While Downtown Rising focuses on a specific area, the plan affects more than just a few city blocks in Salt Lake City.

"There is a revival going on," says Beattie. "There is a hunger to unify and enormous goodwill to do something for the city." The Wasatch Front represents a strong, central city in the intermountain region, the state and the western United States as a center for baking, arts and culture and transportation. "It is very important that [downtown] be attractive, vibrant, and something that everyone is proud of," says

The effort to bring communities

together throughout the greater Salt Lake area has been largely influenced by Envision Utah, a private partnership formed in 1997 with a vision to "protect Utah's environment, economic strength, and quality of life for generations to come."

"Envision Utah tried five years ago to [get cities to] work together on a regional plan and to get communities to think regionally," says Beattie.

LOOKING OUTSIDE THE (DOWNTOWN) BLOCKS

The growth of Salt Lake County overall can easily be measured in the numerous master-planned developments springing up throughout the valley. The largest of these developments in the south end of the valley is Daybreak, a Kennecott Land development located in South Jordan, with a projected 14,000 homes to be built over the next 10 to 15 years. Other master-planned communities in the Salt Lake Valley include SunCrest, which sits on the Salt Lake and Utah county line in Draper City, and Rosecrest in Herriman.



"Kennecott is also looking at their other land, part of another plan called the West Bench Master Plan," says Jeff Edwards, president and CEO of the Economic Development Corporation of Utah. An ambitious plan, spanning nearly 100,000 acres, it is looking to meet personal and commercial needs 50 to 75 years into the future. Such a plan, adds Edwards, is "absolutely essential."

To the west of the Salt Lake Valley is Tooele County, a beautiful region bordered by the Oquirrh and Stansbury moutains. For years, living in Tooele County meant commuting into Salt Lake County for work, entertainment and shopping. But with phenomenal growth and opportunity taking place there, many residents are making the move west, where they can live, work and recreate.

"There are plenty of opportunities for Tooele," says Gary Harter, managing Director for the Clusters Initiative at the Governor's Office of Economic Development (GOED). As a former commander at Dugway, Harter adds that the Utah Industrial Depot (UID). built on 1,400 acres of the Tooele Army Depot, has been a huge success story for the region. The UID is a private facility with 2.5 million square feet of warehouse and manufacturing space.

While the Army Depot still employs about 600 people, in 1989, the number of employees was as many as 6,400. Many of those skilled workers still live in Tooele County, however, and commute into Salt Lake City for employment. Additional work opportunities in Tooele County will allow these workers to enjoy the benefits of working where they live.

To the north of downtown Salt Lake is Davis County, home to two of the most anticipated transportation projects along the Wasatch Front: Legacy Highway and Commuter Rail.

"Davis County has earned the reputation as the bottleneck of the Wasatch Front," says Davis County Chamber Director John Pitt. Beyond the two main projects, the county is also "looking at other transportation links" to help ease congestion through the county. In addition, transportation hubs will provide much needed access to these highway and rail options. Farmington Station, for example, will include commercial, retail and residential development in the middle of the county.

If there is one aspect of this region that symbolizes the combined growth of the Davis County and its neighbor to the north, Weber, it just might be Hill Air Force Base, which sits on federal land straddling the two.

Approval was given in the last legislative session for the Hill Air Force Base West Development, a business park and manufacturing area that will attract military and defense contractors, says Pitt. Bidding on the project will take place this fall.

Dave Hardman, president of the Odden/Weber Chamber of Commerce, counts several Weber County companies, including Parker, Petersen Inc., and Barnes Aerospace, as significant players in the aerospace cluster in the area.

"(These companies) are updating and expanding to take advantage of new business," says Hardman. "We also anticipate further growth in aerospace, including more carbon graphite composite manufacturing."

Morgan County, located just east of Weber and Davis counties, is quite literally a breath of fresh air for many residents seeking to escape the more populous areas of the state.

"The air quality is so fantastic, and there's still so much open space," says Sherrie Christensen, community development director for Morgan County. While there are numerous smaller villages in the county, the main development is taking place in the cities of Morgan and Mountain Green, where 1,600 lots are currently under development. The county is also working on updating the central development district of the city to include a walkable community and a new interchange.

The county has the scenery and potential to become a desirable resort destination, yet is very much aware of the growth pains that can follow rapid development. "We have tried to develop a system that will allow limited growth in specific areas to maintain that rural feeling so we don't lose the character," says Christensen. "We're going to face some of the same issues and growth pains as other resort towns do. Our general plan calls for growth in specific areas. We feel we have a solid plan that protects other areas."

FOR THE FUN OF IT

The easy access to mountain resorts-11 of the state's 13 worldclass ski resorts are within an hour's drive from Salt Lake International Airport-and the availability of sports, arts and cultural events throughout the region make the Wasatch Front a lifestyle destination for many residents and visitors. Salt Lake County boasts the NBA's Utah Jazz and Major League Soccer's Real Salt Lake, and is home to three major dance troupes, dozens of museums and theaters and the world-renowned Mormon Tabernacle Choir.

In the Ogden/Weber County area, many eyes are focused on the site of the former Ogden Mall, which was demolished in 2002. The Junction, a mixed-use site, will be completed during 2007 and will include theaters, a recreation center and commercial buildings.

"If Conference Center visitors are not up on the mountain or elsewhere,

The easy access to mountain resorts-11 of the state's 13 world-class ski resorts are within an hour's drive from Salt Lake **International Airport—and** the availability of sports, arts and cultural events throughout the region make the Wasatch Front a lifestyle destination for many residents and visitors.

The Junction will give them something else to do," explains Hardman. "The Junction becomes a focal point. The result is really a unique opportunity and concept."

Morgan County enjoys some of the most stunning mountain scenery along the Wasatch Front. With easy access to reservoirs and ski resorts, and miles of roadway for bicyclists, the county is "a place to play and recreate," says Christensen. Plans are also under way for a major redevelopment of Round Valley Golf Course, located between Morgan City and Taggart, which will include 500 units as condos or timeshares.

Davis County, on the other hand, is home to Antelope Island, a distinctive environment located in the Great Salt Lake. The island affords visitors an opportunity to experience a desert habitat and view wildlife including antelope, buffalo, coyotes and bobcats, and is an important stopover in the United States for migrating birds. Pitt is especially pleased with the recent \$25,000 one-time funding by the legislature for the Antelope Island Bal-



loon Festival held in September.

For fast-paced action, the place to be in Tooele County is the Miller Motorsports Park. The park features spectator events such as the American LeMans, AMA Superbikes and the NASCAR Grand National West Series, as well as participatory events through the park's driving schools and go-cart rentals. As the park evolves over the coming years, it will also spawn retail and commercial

properties that will continue to benefit the community.

With so many developments in place and planned for the future, Jason Perry, GOED executive director, is optimistic about the economic well-being of the counties located along the Wasatch Front.

"My outlook is very positive. We have some quality growth occuring, and the communities are well prepared for it," Perry says.

Antelope Island affords visitors an opportunity to experience a desert habitat and view wildlife including antelope. buffalo, coyotes and bobcats, and is an important stopover in the United States for migrating birds.



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ST GEORGE

MOUNTAINLAND

FAST FACTS:

Counties: Utah, Summit, Wasatch

Major Cities: Provo (115,135), Orem (89,713) Pleasant Grove

(29,376), Heber (9,147), Park City (8,066)

Per Capita Income: \$21,576 (Utah), \$52,981 (Summit),

\$423,632 (Wasatch)

Major Employers: Brigham Young University, Wasatch County School District, BackcountryStore.com, RMD Management, Novell, Convergys, Nestles USA Prepared Foods, Deer Canyon Resort

Company, The Canyons, Wal-Mart

Utah-\$260,445; Park City area-\$952,175; Wasatch-\$372,829

Taking Business a **Little Higher**

By Grace Wall Conlon

Dynamic growth is driving the Mountainlands region of Utah to extraordinary new economic heights, and current achievements and future plans for Utah, Summit and Wasatch counties are drawing considerable attention to this part of the Beehive State.

Economic planning is becoming a top priority for elected and appointed officials in Utah's Mountainland, as they work to design community development projects that provide the bedrock for healthy growth. Richard Bradford, director of economic development in Pleasant Grove, a community on the cusp of an eruption of development, is deeply involved in shepherding his city through the complex growth paths.

Bradford comments on an acronym that surfaced in the days before the 2002 Olympic games came to Utah: G.R.O.W. Get the world to visit Utah; Roll out the red carpet; Open their eyes to all Utah has to offer; Work with them on making it happen.

"It was a good acronym," says Bradford. "The Olympics brought the world to our doorstep." According to Bradford, the 2002 Olympics accomplished the first step by showcasing our state. But that was only the beginning.

Plans for new convention centers and hotels are ongoing for the second step in G.R.O.W. Detailed, specific strategies for achieving sensible, profitable growth are being developed by city planners in all major Mountainlands cities. These plans have the support of the Mountainlands Association of Governments' futurists in determining needs for transportation and utilities, which flow across all three counties.

Bradford describes the planned Grove Convention Center, which broke ground in 2007 as "a lifestyle center" that should be completed in March 2009. A 116,000-square-foot convention center anchors this new complex, which will feature several restaurants offering diverse cuisine options.

Also included in the plan is a 5-star 320-room Embassy Suites hotel. A 38,000-square-foot ballroom with banquet seating for 2,700 will be able to accommodate major events. A second 220-room hotel is in the planning stage for this convention site; it is scheduled for completion in September 2010.

Like Pleasant Grove, the city of Lehi in Utah County has an ambitious vision for its Point of the Mountain mixed-use project, which sits just south of the Salt Lake County-Utah County border. According to developer Brandt Andersen, the planned project will include a 5-star hotel and arena, retail space with a large restaurant component, office space and residential housing. The complex is

being designed by internationally renowned architect Frank Gehry. A 45story hotel will be the tallest building in Utah, and two man-made lakes on this 85-acre site will be open to wake boarding and water skiing.

Further south, Provo City is looking to new development and redevelopment to keep pace with all the other action in Utah County. The city has retained the nationally known consulting firm Economic Research Associates (ERA) to do a complete market analysis for the redevelopment of downtown Provo. "We want to look at it from both a conservative



GROVE CONVENTION CENTER

ZERMATT RESORT

and an aggressive perspective," says Dixon Holmes, assistant director of economic development. The aim, he says, is to preserve the historic quality of downtown—with its charming. historic Main Street—while providing a rejuvenated center for retail, commercial and community activities.

Provo continues to serve as the center of commerce for the county and is home to Brigham Young University, the largeest privately-owned university in the United States. With its highly-ranked Marriott School of Management and modern campus, the school owned by The Church of Jesus Christ of Latter-day Saints boasts nearly 30,000 students, earning bachelor's, master's and doctoral degrees in 277 different programs.

BREAKING IT DOWN

Utah County is the most densely populated of the three counties, which are each growing dramatically. Current U.S. Census projections for the three counties indicated that by 2010 Utah County will see a 16 percent increase in population to 527,302; Summit, a 22 percent increase to 44,511; and Wasatch, a 27 percent increase to 25,516. A combined projection of the 2000 Census data for all three counties for the year 2020 indicates the Mountainlands region will grow from a total of 413.487 to 763,402, an 85 percent increase.

The real estate market is expected to continue to recover from a period of correction, according to the National Association of Realtors. In the Mountainlands region, the median value of homes shows healthy increases relative to the 2000 U.S. Census

The 2000 Census reported the median house value in Utah County



DOWNTOWN PROVO

to be \$156,000. Current estimates show an increase of approximately 18 percent to \$183,500. In Summit County, the median value of houses in 2000 was \$296.000. Current estimates show no change. In 2000, Wasatch County had a median house value of \$185,300. This has risen to \$214,000—a 15 percent increase.

The Mountainland region offers a strong contingent of young, healthy, educated workers. A Center for Disease Control survey over the years 2002-2004 determined that the general health score of Utah County residents, on a 1 to 5 rating, is 3.7. In Summit County, residents score 4.1. In part because the area is home to two major universities, BYU and Utah Valley University, the median age for Utah County is a remarkably young 23.3 years. The figure for Summit County, which features a number of ski resorts, sits at around 33 years.

MAKING LIFE LIVABLE

The main attraction of the Mountainland region is truly in its namesake the Wasatch Mountains. The bustling Provo-Orem community, known for its suburban lifestyle and high-tech ventures, deftly blends with the resort communities of Wasatch and Summit counties.

A short, scenic drive up Provo Canvon will lead first to Heber Valley, the Wasatch County seat and home to various outdoor activities and Olympic venues. The road itself winds along the Provo River, a blue ribbon fly fishery fed by melting snow of the Uinta and Wasatch mountains. Heber City lies along the Provo between two of the state's most wellknown reservoirs, Jordanelle and Deer Creek, which-along with the irrigation water they provide—are also a summer mecca for boating and fishing enthusiasts.

Heber Valley enjoys a much slower pace than that of the Wasatch Front, and community officials are currently trying to find balance between maintaining the rural, smalltown feel with strategic growth decisions such as whether to allow big box stores and other commercial development.

Although the area is blanketed in snow during half of the year, provid-



ing a perfect venue for cross country skiing, snowmobiling and other winter activities, the valley greens up to offer plentiful biking, hiking, golfing and fishing during the summer and autumn months. Employment in the area is still led by hospitality-related operations. The recent opening of Zermatt Resort, a high-quality spa that caters to business gatherings and conferences, helps solidify this position.

A 20-minute drive through the Wasatch Mountains eventually wraps back around to popular destinations such as Park City and Deer Valley, making the quaint Heber Valley just a stone's throw from many of the state's most affluent resorts and neighborhoods.

NOT QUITE LIKE THE OTHERS

Summit County boasts three of the world's finest winter sports parks, with a total of 9,000 acres for skiing, snowboarding, sledding and sleigh-riding. The Park City Mountain Resort, The Canyons and Deer Valley Resort have spent millions of dollars in improvements to lifts, trails and additions to lodging. Fine retail shops, restaurants, and an outdoor amphitheater featuring year-round live music are some of the other amenities.

Combined with the quaint Old Town Main Street, central to Robert Redford's Sundance Film Festival, the resort communities cater to a crowd of the upper echelon, while still maintaining accessibility to locals in Salt Lake and Provo.

Dana Williams is mayor of Park City, the principal city in Summit County. "We're 95 percent built out," Williams says, "so we have relatively large redevelopment projects."

Although the town has year-round residency of 8,500, the number in

town on any day in season, can swell to 30,000. Forty percent of residents are in service-related iobs. "Three years ago, we started a community dialogue on sustainability, i.e. how could we sustain this city in terms of open space and housing for workers," Williams says. The result of the discussions was that new ordinances were passed requiring developers to build affordable housing-most of which is done as infill into existing neighborhoods.

Residents in Summit County also tend to be ambitious about protecting the land and open space that drew them to the area in the first place. While the county has seen considerable commercial development in recent years, including a popular outlet retail center, Williams says Park City has approved bond issues totaling \$40 million to purchase open spaces that are permanently protected from development.

"We were the first U.S. city to approve the Kyoto Accord—protecting the environment," Williams says. "We've also converted all our city vehicles to bio-diesel fuel. After all, our economy is based on the weather and we want to be sure we still have snow"

The bustling Provo-Orem community, known for its suburban lifestyle and high-tech ventures, deftly blends with the resort communities of Wasatch and Summit counties.

SOUTHWESTERN

Business Heating Up in Utah's Dixie

By Toby G. Hayes

More than just sunshine and Shakespeare, southern Utah isn't simply a retirement mecca for the snowbirds from Salt Lake. The population growth of the region in recent years has spurred unmatched economic growth, making Utah's Dixie a prime place to be.

Comprised of five counties, equivalent in size to Denmark, southern Utah is home to a wide swath of business environments. While tourism is a big draw, the region is also known for its agriculture, including cattle, cheese and a variety of important crops.

Home to four national parks and two national monuments, the beauty of the region is spectacular. But the people of southern Utah are the real draw for growing businesses.

Southwest Utah is best known for its sweeping landscapes, which are frequently featured in television programs, commercials and movies. In Kane County, the small town of Kanab touts itself as Utah's Little Hollywood, as it has played host to a number of films, including John Wayne classics like "Fort Apache" and "She Wore a Yellow Ribbon," and more modern fare such as "Maverick" with Mel Gibson.

Because much of the land in the five-county region is preserved as state and national recreation areas, tourists from around the world flock to places like Bryce Canyon and Zion National Park to take in the natural beauty of unique red rock and imposing canyons. Locals especially enjoy the effects of Glen Canyon Dam, which, along with the electricity it provides, offers 150 miles of boating, fishing and waterskiing options on the famous Lake Powell. With a mix of comfortable cities and sprawling landscapes, the diverse counties of southern Utah have one major thing in

"They have a good work ethic," says Lecia Langston-Parks, regional economist for the Utah Department of Workforce Services. "A lot of times what fuels these small town businesses are just good ideas."

FAST FACTS:

Counties: Washington, Beaver, Kane, Iron, Garfield Major Cities: St. George (64,201), Cedar City (23,983), Kanab (3,516), Beaver (2,558), Panguitch (1,477) Regional Civilian Labor Force: 85,942

Per Capita Income: \$21,530 (Washington), \$27,223 (Beaver), \$25,643 (Kane), \$20,139 (Iron), \$22,270 (Garfield) Major Employers: Ruby's Inn, South Central Utah Telephone, Intermountain Healthcare, SkyWest Airlines, Circle Four Farms, Union Pacific Railroad, United Parcel Service, Best Friends Animal Sanctuary, Aramark, Stampin' Up, Southern Utah University, Convergys

Iron-\$221,012; Washington-\$337,913



A lot of those good ideas, she savs, are those that have roots in the area. "In terms of economic development, homegrown businesses really do well," she says. "It just goes to show that if they are willing to invest in the community and stay there, they will be successful."

Beaver County has relied mainly on its long tradition of agriculture for economic grwoth. For example, the county's population of just a few thousand people is dwarfed by its population of more than 1 million pigs. Because of their proximity to the national parks, Garfield and Kane counties have a large tourism draw. But in Kane County, manufacturing has made a place for itself among the strong work ethic of southern Utah's people.

Part of the success for manufacturing here is attributed to the benefit of lower labor costs. Many companies can take advantage of the fact that wages, which are the largest ongoing business expense, are typically lower in southern Utah, especially in

FEEL THE BOOM

Even though it is only a portion of the state, the five-county region is double the size of New Jersey. And with a total population of under 200,000, the area also has plenty of room to arow

"We encourage a diverse mix of growth that will provide high quality career opportunities for our citizens," says Scott Hirschi, director of the Washington County Economic Development Council. "That will increase wages and income, enabling our citizens to improve their standard of livina."

Washington County acts as a population center for the region, with more than half of the people living there. With a population now topping 120,000, the area has seen a huge boom in recent years, especially immediately around St. George. Just 15 years ago, the county population was under 50,000-more than doubling in just over a decade. The increase in population has brought more jobs to the area, but has also decreased available land, which has



been a major contributor to the increased value of housing, especially in the last couple of years. If higher property values are any indicator of a growing economy, St. George hits the mark and then some.

"Everything is on an upswing right now," says Randy Bennett of the Cedar City Chamber of Commerce in Iron County. "We're really happy about that."

The numbers point to the fact that home prices in Dixie doubled in just three years, peaking last year. The housing market had reached an average home price of \$350,000, rivaling that of Las Vegas.

Even high growth has its limits, and in Dixie, the housing market is cooling off a bit.

"Home sales are still well above the national average, but they have slowed down from where they were a year ago," says Russell Behrmann, president of the St. George Area Chamber of Commerce.

The southwestern Utah trend of large population increases over the past 25 years shows a cycle that peaked mid-decade—in 1995 and 2005, for example. With population growth now advancing at a more moderate pace, home prices will also continue to come down as the rate of people moving to southern Utah continues to slow for the remainder of the decade. Still, optimism is high as things begin to level out.

"What's interesting is that St. George trends are more closely matched with those of Las Vegas and Phoenix," said Behrmann. "It follows the rest of the Sun Belt more than it does the Wasatch Front."

As southern Utah finds its bal-

ance following a major influx of people, the here and now offers some very positive aspects for business development.

The St. George area is seeing annual job growth in the neighborhood of 8 percent, compared to 1.5 percent nationally. Such staggering figures not only indicate strong economic development, but the combination of job growth and wage increases means jobs that are usually added primarily at the bottom of the pay scale are also being added in the middle management areas, pointing to widespread business expansions, says Langston.

"I think we're going to continue growing," Behrmann adds. "The reports I've heard say that we will still be slowing down over the next six months to a year, but it will pick back up again a year from now."

LOCATION, LOCATION, LOCATION.

In Iron County, manufacturing has played a strong role in the local economy and will continue to do so. Roughly 20 percent of the county's population of 40,000 people work in the manufacturing sector. The growth of this segment is due in large part to the availability of transportation and shipping options. Rail lines from Las Vegas and Los Angeles enter Utah via Iron County's east boarder, making their way to the "inland port" of Cedar City and northward to the Wasatch Front. Additionally, trucking companies have come to know the area as a convenient location for shipping across the West, with access to 95 percent of the West Coast in a day's drive.

"What's interesting is that St. George trends are more closely matched with those of Las Vegas and Phoenix. It follows the rest of the Sun Belt more than it does the Wasatch Front."

Russell Behrmann

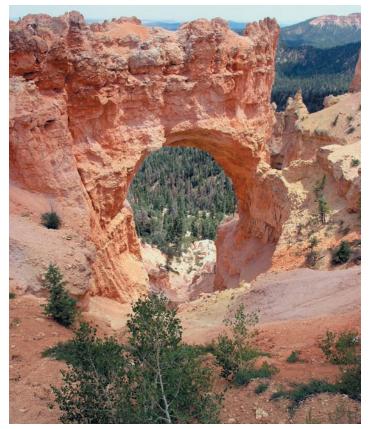
PRESIDENT OF THE ST. GEORGE AREA CHAMBER OF COMMERCE

"We have a lot of relocation going on right now," says Bennett. "There are a lot of businesses moving here from California and from Las Ve-

The reason? The costs of starting and running a business are cheaper in areas of southern Utah.

"The average cost for industrial land in Las Vegas is \$450,000," says Mike Hillis, managing partner of Commerce CRG in St. George. "Even with the gas money, you can save a lot in the couple hours it takes to drive from Cedar City to Las Vegas."

Another reason for growth in that market segment is the ability to transport cargo containers to and from the West's largest port, at Long Beach, Calif.. Although industrial sites surround the port, it is very cost prohibitive to operate there. That's why



BRYCE CANYON NATIONAL PARK

companies involved in importing and exporting to Asian markets have located their industrial sites elsewhere. including other southern California locales and Las Vegas. But for startups and relocating businesses, those places are also becoming expensive.

The balance between operating cost and location is tipping even further toward Iron County. From Cedar City, rail cars bound for Long Beach can arrive within a day. And at around \$55,000 per acre for industrial land, companies are saving close to 90 percent by locating in Iron County instead of Las Vegas.

"Rail is a great way to move things," Bennett says. "Gas is really killing us as far as transportation goes."

Southern Utah is ripe for business. Ground transportation heads via Interstate 15 to nearby Nevada and California and air service will also play a vital role in the area's future. Daily flights from Cedar City now take passengers to Las Vegas and Farmington, New Mexico via a US Air partner, and SkyWest Airlines, which has headquarters in the region, has several daily departures from St. George to both Los Angeles and Salt Lake City. A new, larger airport for St. George will also expand air service, providing for the use of larger jet aircraft. That facility is set to open in 2010.

KNOWLEDGE BUILDERS

The tremendous economic and population growth of the region also has its educational institutions growing at a rapid clip.

Last fall, Southern Utah University reached a landmark enrollment of 7,000 students.

"It's a significant accomplishment," says SUU's Gregory Stauffer. "There has been a lot of effort by a lot of people on campus to make this milestone, and to continue to make the biggest strides in the state in enrollment growth."

In three years SUU has gained nearly 1,000 students, with a goal to reach total enrollment of 9,000 within five years. At Dixie State College in St. George, it's a matter of keeping up with demand in supplying degree programs.

In 2000, Dixie began offering its first bachelor's degree, in business. Since then, the school has added four-year programs in information technology, elementary education, nursing and communications. In 2006, the school added English and biology to the mix in order to meet student demand and provide teaching credentials in the two subjects for those in a cooperative secondary education program between Dixie and SUU.

"This is a major step toward meeting the economic needs of Washington County," says Donna Dillingham-Evans, vice president of academic services at Dixie. "These degrees were so high on our priority list due to the fact that Washington County so desperately needs English and biology teachers, not to mention other areas. It's a critical need of the school districts in our service area to provide these degrees.'

While the growth of Dixie State College is helping spur community growth and economic vitality, Dillingham-Evans says this is just the beginning of what the St. George community is capable of.

The college plans to add to its current seven bachelaureate degrees by offering 16 more programs over the next two-and-a-half years. The trick to successful growth is offering programs that are either unique compared to other state institution degrees or that meet core demands to garner state funding. Some of the planned degrees are aviation management, accounting and Spanish.

With its shining sun and plethora of places to play, southern Utah has cemented its image as a mecca of plentiful recreational opportunities. But with a track record of unprecedented growth and expansion, southwest Utah is becoming just as widely known as a great place for business.



"7,000 enrolled students is a significant accomplishment. There has been a lot of effort by a lot of people on campus to make this milestone, and to continue to make the biggest strides in the state in enrollment growth."

Gregory Stauffer SOUTHERN UTAH UNIVERSITY

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BEAR RIVER

Rural Goes High-Tech

By Peri Kinder



BEAR LAKE

FAST FACTS:

Counties: Cache, Rich, Box Elder

Major Cities:Logan (47,357), Brigham City (18,355),

Smithfield (7,589)

Regional Civilian Labor Force: 78,984

Per Capita Income: \$23,857 (Box Elder), \$27,353 (Rich),

\$23,526 (Cache)

Major Employers: Utah State University, ICON Health and Fitness, Swift Beef Company, Rich County School District, Lodge at Bear Lake LLC, Majestic Ranch Academy, ATK Launch Systems, Autoliv,

Brigham/Tremonton-\$149,230; Cache/Rich-\$174,610



In the northern reaches of the state lies an area known by most Utahns for its verdant valleys, agricultural roots and rural lifestyle. But, with most of the Bear River area less than two hours from Salt Lake's international airport, the economic landscape actually rests somewhere between rural and commercial. With Utah State University anchoring much of the innovation and industry, Cache County serves as a beacon of development to its agricultural surroundings.

RICH COUNTY

Nestled in the northeastern corner of Utah, Rich County is a narrow stretch of land that hides a wealth of natural beauty and a serene lifestyle. From dense forest areas to rich agricultural farmland, the area is a scenic byway that attracts more than 600,000 tourists every year. Located halfway between the Jackson Hole/Yellowstone area and Salt Lake City, Rich County is a favorite stopping place for families, and the very best place to get a fresh milkshake made with famous Bear Lake raspberries.

The down-home environment in the county is a comforting respite from the daily grind of everyday life. In Rich County, tourism is a major industry and as the Bear Lake area continues to recover after years of drought, economic development is showing steady progress.

"What we're experiencing right now is a growth in tourism," says Judy Holbrook, director of tourism for the Bear Lake area. "Northern Utah has a lot to offer people traveling through here. We provide unique attractions and an Old West experience." The Pickleville Playhouse is an example of a quaint theater venue

Bear Lake is famous for its crystal-clear waters—and its mythical Bear Lake Monster. Water sports can be found all summer long with recreational rental businesses located near the lake that are more than willing to rent a Jet-Ski for a day. The lake's deep waters attract fishermen, while nearby, the

miles of bike trails give outdoor enthusiasts a chance to see nature on a more rugged terrain.

With the increase in tourism, county officials and residents capitalize on their county's popularity with the famous Raspberry Days event every August, annual chocolate festivals and bike races that draw bigger crowds every year.

Rustic cabins are available for rent, along with private campgrounds for the back-to-nature crowd, and for families who want a more luxurious vacation, sumptuous condos and comfy hotels offer a relaxing diversion from campfires.

Although Rich County is famous for its summer activities, the winter sports program in the area is also gaining ground. The Bear Lake Golf Course and Logan Canyon feature miles of skiing along with pristine mountain views. The Bear Lake Valley is a snowmobiler's heaven with 650 miles of groomed trails just waiting for the adventurous rider. For crosscountry skiers, the valley becomes a winter wonderland with skiing available the moment a person leaves his or her room.

For visitors who decide to take up residence in Rich County, they can be guaranteed a laid back lifestyle where life is more about where you are than how fast you can go somewhere else. With its population, school class sizes in the county are much smaller than classes found in other parts of the state.

"I love it here because I'm just a small-town girl." Holbrook says. "We're not a very big county, but we have a great lifestyle."

BOX ELDER COUNTY

Although the last spike that connected the first transcontinental railroad was driven into the ground at Promontory Point in Box Elder County, it was hardly the end of economic development in the area. Since that day in 1869, the county has experienced slow but steady growth and is catching the eye of businesses around the country.

Big corporations like Malt-O-Meal, La-Z-Boy and ATK find the economic atmosphere in Box Elder to be better than anywhere else in the country. In

fact, Nucor, a company that creates steel and steel products, recently opened its third plant in the county. Nucor has established strong ties to the communities in Box Elder and offers jobs with good pay and great benefits.

"They compensate their employees very well," says Susan Thackeray, the economic development project coordinator for the county. "As one benefit, they give their employees \$2,000 per year to help their children with education."

Thackeray credits the workforce in the area for luring the plants into their communities. "I think it's the work mentality of the workforce, because a lot of them have been farmers and they know how to work hard. They work until the job's done." Along with the hard-working employees, the freeway system in Box Elder allows businesses easy access to highways I-15 and I-84 so companies can ship products conveniently

Box Elder County is experiencing a large housing boom as county officials prepare the way for future workers to have good jobs and nice housing as an incentive to stay in the area. New hotels are located at Pointe Perry and in Tremonton, and Utah State University offers pre-engineering courses at the branch campus located in Brigham City.

"We just see lots of opportunities coming our way. We're seeing home growth and business growth and we're loving it," Thackeray says. "Things are good here in Box Elder."



FIGARO, UTAH FESTIVAL OPERA



WEST LIBERTY FOODS GROUNDBREAKING IN TREMONTON

CACHE COUNTY

Rounding out the top three northernmost counties, Cache County offers its own unique flavor to an already diverse landscape. Famous for its dairy products, including the popular Aggie Ice Cream and high quality Cache Valley Cheese, Cache County started out as a rural, agricultural area. But the growth of business, the increased popularity of Utah State University (located in the county seat of Logan) and an influx of "city people" has added an urban flair to the county.

The arts community has always flourished in Cache Valley and the number of live theater venues is high compared to the size of the county. Theater groups such as the Ellen Eccles Theatre and the Caine Lyric Theatre are just a couple of the locations that offer family-friendly entertainment, and the Utah Festival Opera company members have spent the last 10 years entertaining crowds and introducing residents to high-quality opera productions.

Outdoor activities are a big part of Cache County life. Hunting, fishing, boating, canoeing and rock climbing are favorite pastimes of many residents, as well as the thousands of tourists who visit the county each year. The Hardware Ranch, located in Blacksmith Fork Canyon, is one of the largest elk winter feeding programs in the country, and visitors can get up close and personal with these animals.

During the winter, sleigh rides take the adventurous into the middle of the herd for an even closer look at the native elk. Beaver Mountain Ski

"What we're experiencing right now is a growth in tourism. Northern Utah has a lot to offer people traveling through here. We provide unique attractions and an Old West experience."

Judy Holbrook

DIRECTOR OF TOURISM, BEAR LAKE AREA





Utah State University plays a big part in training workers for high profile jobs in aerospace engineering, software design and environmental science. In fact, the university boasts of sending more experiments into space than any other university in the nation.

Resort offers slopes for downhill skiers and snowboarders that favorably compare to any other ski resort in Utah.

For small business owners, Cache County offers the perfect environment to encourage the entrepreneurial spirit. The Cache Chamber of Commerce enthusiastically supports local and small businesses, regularly awarding them for their contribution to the community. However, big business is also welcome, and the economic development plan for Cache

County stresses the importance of preparing future generations for upcoming opportunities.

Utah State University plays a big part in training workers for high profile jobs in aerospace engineering, software design and environmental science. In fact, the university boasts of sending more experiments into space than any other university in the nation. To accomplish this, USU is home to the Space Dynamics Laboratory and Innovation Campus, a high-tech research and business

park located on the north end of campus.

With all of this exciting growth, the Bear River region has not forgotten its roots. Protecting current agribusiness and encouraging future projects and innovation are among the main concerns for civic leaders. Smart planning in the region will guarantee that the fertile land, the superior products and the peaceful lifestyle will continue well into the fu-



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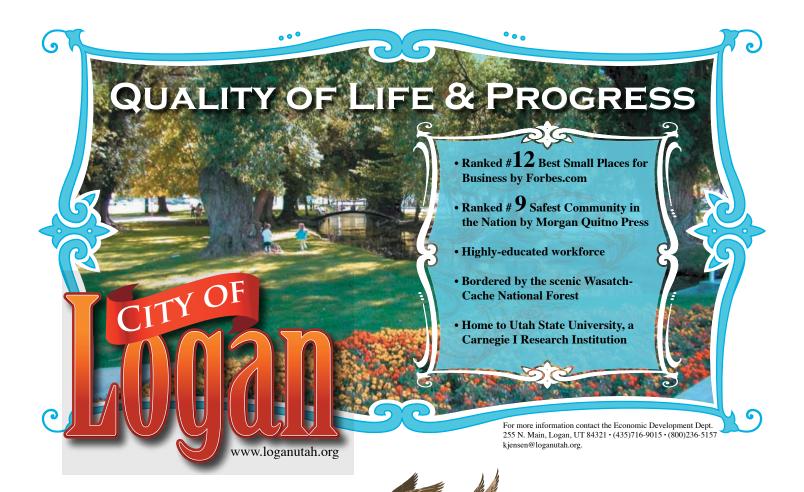
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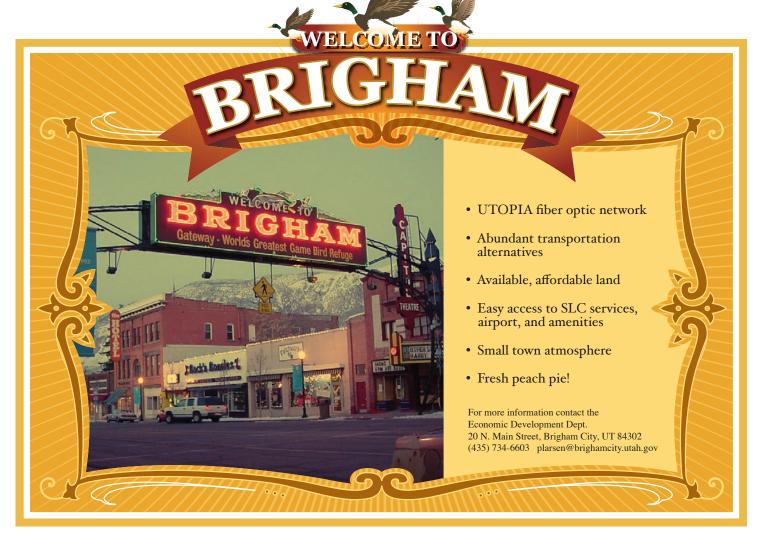


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UINTAH BASIN

Growth without Bounds

By Janine S. Creager



Utah's Uintah Basin, located in the eastern part of the state, encompasses more than 8,000 square miles and three counties: Uintah, Duchesne and Daggett. With familiar destination locations such as Dinosaur National Monument, Flaming Gorge and the Ashley National Forest, the region is well-known for its recreational opportunities. But with a growing energy industry combined with first-rate educational facilities taking hold in these counties, the Basin is no longer just a place to visit and recreate, it is a place to live and grow.



UTAH LEGISLATORS VISITING DUCHESNE COUNTY'S OIL AND GAS INDUSTRY

FAST FACTS:

Counties: Daggett, Duchesne, Uintah

Major Cities: Vernal (7,960), Roosevelt (4,553), Duchesne (1,481), Manila (304)

Per Capita Income: \$26,169 (Duchesne) \$19,088 (Daggett),

Uintah (\$24,234)

Ashley Valley Medical Center, New Field Exploration Co., Second Nature Therapeutic, Colletts Recreation Service, Bureau of Reclamation, National Forest Service, Flaming Gorge Corp. Je Merit Constructors Inc., Ute Indian Tribe, Uintah School District

Uintah Basin-\$172,132

UINTAH COUNTY

When asked what is great about the county where he serves as a the CEO of the Uintah Economic Development Special Service District, Robert T. Behunin answers with a resounding. "You name it! If it's in Uintah County or in the Uintah Basin, for that matter, it's great. There is a great deal of activity related to the energy industry and it is supplying the fuel for other positive things as well."

While Duchesne County ranks number one in the production of oil, Uintah County adds other natural resources to the list, including gas. Oil shale and tar sands are also potential energy resources.

Combined with these assets is the commitment the county has undertaken toward education. A prime example is the 138 acres donated by a local philanthropist for Utah State University's Uintah Basin Regional Campus.

The Uintah Basin Regional campus is USU's most developed regional campus, and with buildings in Roosevelt and Vernal, USU is uniquely poised to help the Uintah Basin grow and develop.

The Uintah Basin Applied Technology College and USU are building a joint facility in Vernal on the donated property, which will house programs from both institutions. The facility will also play host to a center for the Utah Science Technology and Research (USTAR) program passed by the state legislature in 2006. USTAR is a financial commitment by the state to bring top-notch professors and researchers to Utah to expand on the success of the state's research universities to create and commercialize innovative technologies. The Eastern Utah Outreach and Innovation Center of the program is located in Vernal at the Utah State University Uintah Basin regional campus.

Besides education, Uintah County is still a booming tourist attraction, with Dinosaur National Monument and the Utah Field House of Natural History in Vernal as two popular stops. Here, visitors, local students and scientific researchers can have a hands-on experience to learn more about the geologic roots of the region.

"All the recent activity and surges

have created some tremendous opportunities," says Behunin. "In the past, Uintah County was doing well to merely react to situations. Now we feel much more proactive and we are taking strategic approaches which will benefit the local area and the state."

DUCHESNE COUNTY

The signs of prosperity in a community may be more subtle than one might think, according to Irene Hansen, director of Duchesne County economic development. "Early on, prosperity means little things like getting new shoes and getting your teeth fixed," she says. The new money that is allowing people to do everything from getting health care work done to taking a first vacation is due in large measure to the expansion of the oil and gas industry in the county. As the number one oil producer in the state, Duchesne is seeing a growth spurt with robust exploration and development in the energy industry that is attracting a lot of investors.

"Wages are about double what the state average is," Hansen explains. In addition, the expanding economy in one main industry paves the way for other professionals, including attorneys, medical personnel and retail outlets

"For a rural area, [these economic changes are] bringing in some of the top technology. A very exciting outcome of that prosperity is that people are staying here for their services. And they need those services," she adds.

With close proximity to the Wasatch Front, the Uintah Basin offers a retirement destination for some, while providing a little piece of paradise near their primary residence for those still employed. And for tele-commuters, Duchesne County affords a rural lifestyle within easy striking distance for those occasional meetings at the office

Though rustic in nature, there is nothing rural about the county's connectivity to the rest of the world. "Our technology provider is called the Uintah Basin Telecommunications Association, a co-op," Hansen says. "Because of that investment going back into the economy, we have a high level of technology available to us, including DSL and wireless capabilities."

Whatever the reason people come to Duchesne County, all residents receive myriad advantages of living in the area, including access to 15 destination resorts, while at the same time pouring plenty of dollars into the local economy.

"They fall in love with the area and say, 'Now, how can I make a living?' People want their five to 10 acres," says Hansen. "They want "their piece of recreational property and to have some privacy and solitude. To the county, this new money is a breath of fresh air."

DAGGETT COUNTY

Nestled in the northeast corner of Utah is beautiful Daggett County. At just under 700 square miles, the county is one of the smallest in the state, but is filled with spectacular scenery, unlimited recreational playgrounds and potential for growth.

"The atmosphere is generally peaceful and quiet, the scenery is beautiful and the air is clean," says Brian Raymond, Daggett County Commission assistant and economic development director. "The beautiful surroundings provide opportunities for abundant recreation."

The economy of the county revolves around three main industries: government work, including the U.S. Forest Service, county and school district, and the town of Manila; agriculture businesses, which comprises cattle and feed; and tourism.

"Although Flaming Gorge and the Green River are well known and regularly visited during the summer months, there are still lots of out-ofthe-way places one can visit and enjoy," says Raymond, who adds that Daggett County is 90 percent federally and state owned, with the Ashley National Forest providing the biggest chunk of land. "There are opportunities for photography, hiking, biking, ATV riding, horseback riding, fishing, boating, swimming, camping, snow shoeing, cross-country skiing, snowmobiling, bird watching and wildlife viewing and doing a whole lot of nothing except relaxing," says Raymond.

To meet the growing demand of outdoor enthusiasts, plans are underway to update and remodel several

key resorts in the area: Trout Creek Flies and Twisted Timber Retreat are adding cabins to their facilities; the Lucerne Marina and the Flaming Gorge Recreation Services are adding additional RV spaces; and the Cedar Springs Marina and the Flaming Gorge Resort have been updating their facilities.

In addition, says Raymond, "SIT-LA (the State and Institutional Trust Lands Administration) has been approached about leasing/selling some of their land within the county, and Daggett County is updating its General Plan to look at development opportunities in and around Dutch John and throughout the county."

Although the economy of the area may still be in its infancy, the potential of Daggett County is limitless.

"The benefits involve being in a beautiful area and away from the hustle and bustle of the city," says Raymond. "The atmosphere and the people who work hard to make a go of it in this small county, which is off the beaten path, are another benefit to doing business in the area."

While Daggett, Uintah and Duchesne Counties are thriving, independent entities all on their own, the three areas also sense an interdependence that benefits the Uintah Basin region.

"There is a keen sense of cooperation and unification in the Basin," says Behunin. "There are long-standing partnerships between the three counties, and there are new ones being forged all the time that will benefit the Basin and the state as well.



DINOSAUR FOSSII



DUCHESNE COUNTY FAIR RODEO

"In the past, Uintah County was doing well to merely react to situations. Now we feel much more proactive and we are taking strategic approaches which will benefit the local area and the state."

Robert T. Behunin

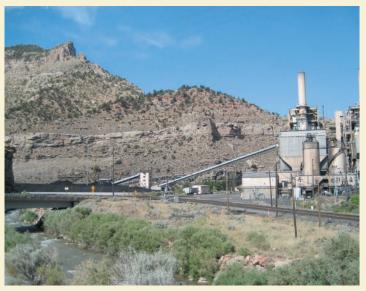
CEO OF THE UINTAH ECONOMIC DEVELOPMENT SPECIAL SERVICE DISTRICT

SOUTHEASTERN

Nature's Economic Gift to Utah

By Jacob Moon

At first glance, the desert landscape of the Southeast region of the Beehive State may not illicit thoughts of bounteous harvests. But upon closer inspection, the area's red soil will reveal an area rich with cultural, educational, natural and business opportunities. In fact, of all of Utah's diverse landscapes, perhaps the most well-known are those found in Grand and San Juan counties, having been photographed, filmed and explored by movie directors and producers from around the world. Beyond the fame found in feature films, Southeast Utah-including Carbon, Emery, Grand and San Juan Counties—is an economic machine, with abundant business opportunities all centered around the area's unique natural advantages.



CARBON PLANT

FAST FACTS:

Counties: Carbon, Emery, Grand, San Juan Major Cities: Price (8,081), Moab (4,807), Blanding (3,135), Huntington (2,062)

Regional Civilian Labor Force: 27,293

Per Capita Income: \$26,913 (Carbon), \$22,080 (Emery), \$24,431 (Grand), \$15,854 (San Juan)

Aramark Services Management, Indian Affairs, The Navaho Nation, Allen Memorial Hospital, National Park Service, Energy West, Pacificorp, Canyon Fuels Company, Joy Technologies Inc.



COLLEGE OF EASTERN UTAH

CARBON COUNTY: FROM COLLEGES TO COAL

Roughly 20,000 people call Carbon County home, making it the most populous of the rural four-county region. Historically, towns like Helper and Price along the winding Utah Highway 6 have been best known for the high-quality coal the nearby mines produced and the hardworking labor force that lived there. Today, the coal-carrying railcars are still a common site as they haul ore through the canyons. Energy continues to be the leading industry for the county, with a majority of the workforce involved either directly or indirectly in mining or oil and gas exploration.

Although national retailers like Wal-Mart and a few fast food restaurants have found their place in these rural towns, Carbon County boasts a strong agricultural, educational and industrial presence. In fact, 21 percent of the county is still considered farm land, and open space for recreation is abundant throughout the region. The College of Eastern Utah in Price is considered the education center of the Southeast Region, offer-

ing 400 courses in 60 areas of study ranging from arts and humanities to business and industry. The Castleview Hospital in Price joins CEU as the top two employers in the county, each with nearly 500 personnel.

The real beauty of the county is found in the its homegrown success. Local leaders have developed initiatives such as the Business Expansion and Retention program to help existing businesses succeed in their respective fields. Online surveys help government officials identify the areas where local businesses are struggling, such as marketing or human resources, and then organize workshops to help educate local business owners. "Right now our economy couldn't be better," says Delynn Fiedling, director of Carbon Economic Development. "But our focus is to strengthen existing businesses to mitigate the effects of an eventual downturn."

EMERY COUNTY: **POWERING THE STATE**

Like many of the rural parts of the state, the economy in Emery County continues the energy and tourism focus. But Emery's economic bragging rights reach statewide, with 90 percent of the electricity the state uses being generated at two power plants within the county. Coal and power generation are the heavy hitters here, says Mike McCandless, economic development director and planner for Emery County, and natural gas has become a bigger player in the past 10 years.

The quiet towns of Castle Dale and Huntington are growing at speeds that have never been seen before, with building permits jumping from five homes to 40 homes per year. Unemployment rates are also hitting record lows, dropping from 13.5 percent in 2003 to 2.1 percent in 2007. The labor market is admittedly tight, McCandless says, but companies are only starting to see it affect wages. In fact, his office's three-year goal is for each existing business in the county to add one more employee, which would increase the labor force by more than 900 people, Mc-Candless says.

While the eastern part of the county is centered around energy and supporting industries, the western city of Green River enjoys a strong tourism base. The town of 700 has almost as many hotel rooms as it does people, McCandless says, most of which are occupied during the area's peak season-late summer and early fall.

Emery County has been primed for economic diversification, and with Green River sitting near Interstate 70. Utah Highway 6 and major rail lines, area officials are hopeful that the area will become a center for energyand manufacturing-related distribution channels.

GRAND COUNTY: A RECREATION CAPITAL

Although they may not know it, practically everyone who is even somewhat familiar with Utah has been introduced to Grand County. The iconic Delicate Arch that graces memorabilia, knickknacks and the state's centennial license plate is found in this portion of the Southeast Region.

With the Green and Colorado Rivers snaking their way through the famous red rock, the county has become a veritable Mecca for outdoor enthusiasts. The 8,000-plus people living in the area do so because of the abundant sun and relaxing atmosphere the high-desert beauty provides. It is estimated that 70 percent of the economic activity in Grand County is tourism related.

Located nearly a stone's through from Arches National Park, Moab serves as both the county seat and the state's recreation capital. Beginning each March with the annual half marathon along the Colorado River, outdoor enthusiasts congregate on the valleys and cliffs of the Moab area from spring to fall. Mountain biking, four-wheeling, hiking, rock climbing, camping, and river rafting are a few of the activities that bring upwards of 6,000 people to Moab each weekend in the spring and fall, says Ken Davy, economic development specialist for Moab City.

"The thing that makes Grand County great is the absolute easy access to virtually any type of outdoor recreation that you want, from cross-country skiing to white water rafting," Davey says. "You can be a gonzo mountain biker or enjoy driving around in your Hummer and find plenty of places to explore here, and you'll do it feeling like you are the only person in the world."

SAN JUAN COUNTY: **UTAH'S HOLLYWOOD STAR**

Continuing south, San Juan County

maintains the rich heritage and dazzling scenery Utah's deserts are known for. This area is home to several national parks, state parks, natural bridges and Navaio Tribal Parks, including Monument Valley, which was made famous in the John Wayne classic "Stagecoach". In May 2007, the valley was featured in the Red Bull Air Race, in which aerobatic pilots defy the laws of physics in an extreme race just feet above the valley floor.

Until the late 1800s, the area was occupied almost exclusively by the Navajo Indian tribes. The Navajo nation still occupies much of the land today; museums, sacred monuments and even a sewing factory continue to provide much of the areas' distinctive culture.

Like much of the Southeastern part of the state, San Juan County's economy has strong ties to tourism, with agriculture and mining also playing a role. With such beautiful attractions as Canyonlands National Park, Lake Powell, Monument Valley and the Four Corners Monument, the county exhibits some of nature's most unique and mesmerizing beauty, attracting tourists and dollars.

Among the major employers in the area are the school district and San Juan Hospital, although the College of Eastern Utah Blanding campus also has a presence. Several small businesses speckle the area, bringing a mix of retail, service, agricultural and industry jobs.

San Juan County is a blend of adventure and mesmerizing landscapes, featuring some of the very best of Utah's Canyon Country.



RED BULL AIR RACE IN MONUMENT VALLEY

CENTRAL

Keeping it Rural, and **Loving It**

By Julie Hall

At first glance, most people might not think there is much to Central Utah. In fact, some may see it as taking a step back in time. The pace is a little slower, the people a little friendlier, and the scenic views a little more visible. But, upon taking a closer look you will find that the six counties that make up this region—Sevier, Juab, Millard, Sanpete, Piute, and Wayne—are bustling with activity and have a great deal to offer residents and visitors alike. Each community has maintained that small-town feel and strong tradition of history, while offering new-comers a multitude of possibilities waiting to be discovered.

According to the Governor's Office of Economic Development, most rural counties in Utah are doing well, some very well, but a few could still benefit from some major business investment. In terms of growth and strength, rural economies are currently not that different from urban economies, according to Les Prall, a member of the Governor's Office of Economic Development, Rural Division. These robust business climates come from the land—in the form of agriculture, mining, and livestock—from savvy entrepreneurs setting up small successful businesses, and from tourism.

COMMUNITY ENHANCEMENT

The Governor's Office of Economic Development (GOED) has a vast number of successful programs in place to help communities strengthen their economic ties. Many rural counties have benefited greatly from these programs. One such program is the Pioneer Communities/ Main Street Program. Through the program, communities work to restore the physical and economic vitality of their downtown business districts. The initiative focuses on the make up of the community's main street in hopes of creating greater economic stability.

Richfield and Mount Pleasant are two communities in Central Utah that successfully participated in the program. They received consulting, counseling, training, strategic help as well as state funding to make their main street areas prosper. The idea was to help draw new visitors to the area and create

FAST FACTS:

Counties: Juab, Millard, Sevier, Sanpete, Piute, Wayne Major Cities: Richfield (7,044), Nephi (5,045), Ephraim (4,977), Delta (3,106), Loa (498), Circleville (476) Regional Civilian Labor Force: 34,952

Per Capita Income: \$19,550 (Juab), \$22,153 (Millard), \$19,695 (Sevier), \$16,978 (Sanpete), \$20,976 (Piute), \$20,985 (Wayne) Major Employers: Aspen Achievement Academy, Brown Brothers Construction, Dalton Brothers Trucking, State of Utah, Butch Cassidy's Hideout, Snow College, Moroni Feed, Canyon Fuels Company, Federal Government, US Gypsum, Great Lake Cheese of Utah, Continental Lime, Nephi Rubber Products, Quality Craft Wood Works

Central Utah-\$122,138; Juab-\$162,584



growth in their retail sectors.

GOED is now evaluating programs that are more broadly community-based. "We would like to move in a direction where the focus is not just on the community's main street, but the community as a whole," says Prall. He maintains that more areas can participate and build economic strength if the focus is placed on the community as a whole. "We want to be community driven, to help with what the community specifically needs and wants."

SUM OF THE PARTS

Though small by some measures, each county in Central Utah adds to the collective economic growth of the region. "Central Utah is made up of several small pieces that come together to push the economy up. All these parts help make the economy more stable," says Prall. This strength can come from small and larger employers alike. For example, a handful of employers in the region employ a large portion of the population. On the other hand, Richfield has a regional shopping center, includ-

ing big box retailers like Home Depot, which provide a large number of jobs, while in Sevier County, Salina City has a 400-acre industrial park which is recruiting manufacturing and distribution companies.

What is drawing all of this activity to rural Utah settings? County directors of economic development often mention that new businesses come to the area because of the rural lifestyle and the quality of life it provides -including a business friendly environment. Business success comes when entrepreneurs who are not afraid to take chances move to the area and are able to provide needed services—services that are often unique to the area.

Aspen Ranch, a licensed adolescent residential treatment center for troubled teens located in Wayne County, is the largest employer in the county, with more than 100 people on the payroll. This private boarding school is surrounded by green mountains and red rock desert offering an alternative type of schooling that is highly effective in dealing with its specialized clientele.

ENERGY MARKET

Central Utah is becoming a strong energy-producing region due to its abundance of coal and gas to fire power plants, and the recent discovery of potentially vast oil reserves. These energy resources provide significant strength to the economies of several rural counties.

The Intermountain Power Project (IPP) in Millard County is the largest power plant in Utah. Plans for the coal-burning plant near Delta began back in the 1970s. Today, Southern California buys much of the electricity generated by the IPP. The company has future plans for increased production that are in discussion which could increase its capacity significantly.

In Juab County, the Currant Creek power plant recently completed the second phase of its building plan. The plant first began generating electricity in 2005. Today, this \$350 million natural gas-fired plant is capable of generating 525 megawatts of electricity—enough power for nearly 270,000 homes. Owned by PacifiCorp, the Currant Creek power plant doubled in size and increased its efficiency with the completion of this second phase.

Sevier County is in talks with a Utah-based company proposing to build a 270 mega watt coal-fired power plant. The power plant would be worth \$600 million and could create close to 300 jobs for the area. If the proposal is approved and goes online, the power plant would become

operational between 2012 and 2015.

A significant discovery of oil was initially made in Sevier County in 2003, with a formal announcement in the spring of 2005. The Wolverine Gas & Oil Corp. of Michigan made the discovery after years of searching the area. Several other oil companies have returned to Central Utah to acquire their own wells in the area. Some estimates predict the area could contain 100 million to 200 million barrels of oil, making this the biggest onshore discovery in the past 30 years.

GROWING TOURISM

Outdoor recreation brings tourists from all over the world to Central Utah. From boating, fishing, and water skiing to sand dunes and all-terrain vehicle (ATV) trails to snowmobiling and rock climbing, there is an endless supply of outdoor adventure to be discovered in this region's varied terrain of rugged canyons, deserts, lakes, and soaring mountain peaks.

The Paiute ATV Trail brings numerous tourists to the area with its 272-mile loop course that crosses mountain ranges, rugged canyons and deserts running through several counties in south-central Utah. It is called the trail with no beginning or end—riders can enter from any point along the route. Mountain bikers are also welcome.

Travelers to the region will also notice the close proximity of Sevier and Piute counties to several

world-renowned national parks in the area, including Bryce Canyon, Zion, Arches, Canyonlands, Great Basin, Capitol Reef, and the Grand Canyon North Rim

Outdoor sports aren't limited to the summer months in Central Utah, but keep visitors coming to the area year round. Sanpete County is becoming known as one of the best places to snow kite, a new sport that's quickly gaining in popularity.

In addition to the region's panoramic scenery and breathtaking views, people come to learn about the area's rich history. Historical preservation takes place in all of the counties. Heritage Highway 89 takes travelers through four Central Utah counties: Sanpete, Sevier, Piute, and Wayne. Along the way people can stop and visit various shops and studios where heritage artisans have their work displayed.

Millard County is partnering to build another historical route, the Great Basin Heritage Route. The route leads through Millard County into White Pine County, Nevada and celebrates the Fremont. Shoshone. Utah and Paiute Indians, explorers, trappers, miners, farmers and ranchers who traveled through the area.

Whether for business or for pleasure -or ideally, a little of both-Central Utah offers a wealth of resources to meet nearly any need. From hidden treasures in the scenic views, historic preservation or extreme sports to abundant energy, pro-business programs or well-educated, productive employees, these rural gems are not to be overlooked.



PAIUTE ATV TRAIL

Some estimates predict **Central Utah could contain** 100 million to 200 million barrels of oil, making this the biggest onshore discovery in the past 30 years.



CURRANT CREEK POWER PLANT



UTAH'S BUSINESS LEADERS

Accounting Firms by number of accountants

	COMPANY	ULL-TIME CPAS
1	Ernst & Young LLP	121
2	KPMG LLP	77
3	Deloitte & Touche LLP	68
4	PricewaterhouseCoopers LLP	46
5	Grant Thornton LLP	41
6	Wisan, Smith, Racker & Prescott LLP	40
7	Tanner LC	33
8	Squire & Company	33
9	Schmitt, Griffiths, Smith & Co. PC	32
10	Hawkins, Cloward & Simister	26
11	CBIZ Intermountain	25
12	Hansen, Barnett & Maxwell	23
13	KempBurdick CPAs & Advisors	21
14	Haynie & Company	17
15	Karren, Hendrix, Stagg, Allen & Company	17
16	Jensen & Keddington	13
17	Larson & Company	12
18	Pinnock, Robbins, Posey & Richins PC	11
19	Mantyla McReynolds	11
20	Stayner, Bates & Jensen	11
21	HJ & Associates, LLC	10
22	Wiggins & Company	9
23	Child, Van Wagoner & Bradshaw, PLLC	8
24	Robison, Hill & Company	8
25	Jones Simkins P.C	6

Law Firms by number of attorneys

	COMPANY	ATTORNEYS
1	Parsons Behle & Latimer	107
2	Ray Quinney & Nebeker P.C.	101
3	Kirton & McConkie	93
4	Jones, Waldo, Holbrook & McDonough, P.C.	82
5	Parr Waddoups Brown Gee & Loveless	66
6	Workman, Nydegger	64
7	Salt Lake Legal Defender	64
8	Snell & Wilmer	59
9	Fabian & Clendenin	53
10	Van Cott, Bagley, Cornwall & McCarthy PC	47
11	Strong & Hanni PC	45
12	Callister, Nebeker & McCullough	44
13	Stoel Rives LLP	42
14	Ballard Spahr Andrews & Ingersoll, LLP	42
15	Snow, Christensen & Martineau	40
16	Durham Jones & Pinegar	40
17	Holland & Hart	40
18	Richards, Brandt, Miller & Nelson	40
19	Holme, Roberts & Owen, LLP	37
20	Bennett Tueller Johnson & Deere	29
21	Prince, Yeates & Geldzahler	27
22	Howrey, LLP	27
23	Christensen & Jensen	24
24	Thorpe, North & Western, LLP	23
25	Trask Britt PC	22

Banks by total deposits

	Danie by total deposits	
	_	006 DEPOSITS
	COMPANY	(THOUSANDS)
1	Wells Fargo Bank	\$14,678,991
2	Zions First National Bank	\$9,879,152
3	Chase Bank	\$4,118,887
4	Irwin Union Bank	\$3,112,009
5	Key Bank N.A.	\$1,486,147
6	U.S. Bank	\$870,773
7	Barnes Banking Company	\$671,674
8	Bank of American Fork	\$584,160
9	Bank of Utah	\$547,082
10	State Bank of Southern Utah	\$465,442
11	Central Bank	\$405,078
12	Far West Bank	\$364,971
13	First National Bank of Layton	\$267,376
14	First Utah Bank	\$229,961
15	The Village Bank	\$188,558
16	Centennial Bank	\$176,301
17	America West Bank	\$167,232
18	Cache Valley Bank	\$156,700
19	SunFirst Bank	\$155,297
20	Lewiston State Bank	\$150,769
21	Brighton Bank	\$142,253
22	Western Community Bank	\$102,088
23	Home Savings Bank	\$91,165
24	Bank of the West	\$89,303
25	Capital Community Bank	\$86,939

Commercial Builders by total revenue

	Committee clair Daniacio D	y total revenue	
		20	006 REVENUE
	COMPANY	EMPLOYEES	(MILLIONS)
1	Okland Construction	620	\$579.0
2	The Layton Companies	775	\$577.1
3	Big-D Corporation	560	\$410.0
4	Jacobsen Construction	600	\$405.0
5	R & O Construction	185	\$250.0
6	Hogan & Associates	210	\$156.7
7	Sahara, Inc.	80	\$122.0
8	Wadman Corporation	135	\$105.0
9	Furst Construction	28	\$104.0
10	Camco Construction, Inc.	77	\$99.0
11	Ralph L. Wadsworth Construction Co.	175	\$92.0
12	Hughes General Contractors, Inc.	250	\$78.0
13	Bodell Construction Company	160	\$77.3
14	Arnell West, Inc.	40	\$60.0
15	Associated Brigham Contractors Inc.	650	\$55.0
16	E K Bailey Construction	87	\$48.0
17	Penation Construction	48	\$38.0
18	Stacey Enterprises Inc.	35	\$38.0
19	Ellsworth Paulsen Construction Servic	es 65	\$36.6
20	Watts Construction	17	\$35.0
21	Kier Construction	50	\$33.0
22	Stallings Construction	20	\$16.3
23	Menlove Construction	16	\$15.3
24	Peck Ormsby Construction Company	46	\$12.5
25	Sirq, Inc.	12	\$8.1

Rankings based on 2006 data. DND=Did Not Disclose. For a more extensive list of companies in this category and others see http://www.utahbusiness.com.

Download the *Book of Lists* at http://www.utahbusiness.clickdata.com or to purchase it on disk, call (801) 568-0114. Source: *Utah Busin*ess magazine's *Book of Lists*, 2006. ® 2008 Olympus Publishers.

^{*} Total assets are national figures.

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Washington County Utah Economic Development Council

wcedc@dixie.edu stgeorgechamber.com

435-652-7750



UTAH'S BUSINESS LEADERS

Top 50 Public Companies by 2006 sales revenue

	COMPANY	TICKER SYMBOL R	EVENUE (000'S)		COMPANY	TICKER SYMBOL	RE	/ENUE (000'S)
1	Huntsman Corp.	HUN	\$10,623,600	26	Utah Medical Products	UTMD		\$28,753
2	SkyWest Inc.	SKYW	\$3,114,656	27	Alpine Air Express	APNX		\$20,157
3	Questar	STR	\$2,835,600	28	Dynatronics Corp.	DYNT		\$19,573
4	Zions Bancorp	ZION	\$2,350,411	29	Evans & Sutherland Compute	r Corp ESCC		\$15,048
5	Headwaters Inc.	HW	\$1,121,387	30	Specialized Health Products I	nternational Inc. SHPI		\$13,269
6	Nu Skin Enterprises	NUS	\$1,115,409	31	Cirtran	CIRT		\$10,902
7	Overstock.com	OSTK	\$788,150	32	lomed Inc.	IOX		\$10,843
8	American Skiing Company	AESK	\$307,810	33	FX Energy Inc.	FXEN		\$8,229
9	Franklin Covey	FC	\$278,623	34	IDI Global	IDIB		\$8,000
10	1-800 Contacts Inc.	CTAC	\$248,676	35	Park City Group Inc.	PKCY		\$7,085
11	Extra Space Storage	EXR	\$197,264	36	Nevada Chemicals	NCEM		\$7,002
12	Merit Medical Systems	MMSI	\$190,674	37	Cimetrix Inc.	CMXX		\$5,556
13	Weider Nutrition Int'l	WNI	\$178,372	38	Pacific Webworks Inc.	PWEB		\$5,043
14	Security National Financial	SNFCA	\$152,531	39	TenFold Corp.	TENF		\$4,998
15	Nutraceutical Int'l	NUTR	\$150,405	40	ARKONA Inc.	ARKN		\$3,472
16	Myriad Genetics	MYGN	\$114,279	41	Broadcast International Inc.	BCST		\$2,917
17	Sonic Innovations, Inc.	SNCI	\$105,492	42	BSD Medical Corp.	BSM		\$2,898
18	USANA Health Sciences	USNA	\$95,441	43	Paradigm Medical Industries	PMED		\$2,201
19	UCN	UCNN	\$82,800	44	Fonix Corp	FNIX		\$1,329
20	iMergent Inc.	IIG	\$81,028	45	RecycleNet Corporation	GARM		\$1,150
21	Omniture Inc.	OMTR	\$79,749	46	RemoteMDX Inc	RMDX		\$1,070
22	MITY Enterprises, Inc.	MITY	\$55,701	47	SportsNuts	SPCI		\$336
23	Sento Corp	SNTO	\$51,129	48	Dental Patient Care Am	DPAT		\$310
24	Q Comm International Inc.	QMM	\$46,349	49	Raser Technologies Inc.	RZ		\$123
25	SCO Group Inc.	SCOX	\$29,239	50	Speaking Roses International	Inc. SRIIE		\$0

Rankings based on 2006 data. DND=Did Not Disclose. For a more extensive list of companies in this category and others see http://www.utahbusiness.com.

Download the Book of Lists at http://www.utahbusiness.clickdata.com or to purchase it on disk, call (801) 568-0114. Source: Utah Business magazine's Book of Lists, 2006. ® 2008 Olympus Publishers.

Utah's Top Employers by number of employees

	COMPANY	EMPLOYEES		COMPANY	EMPLOYEES
1	Intermountain Healthcare	25,000	26	IHC Utah Valley Regional Medical Center	2,700
2	Hill Air Force Base	21,000	27	Qwest Communications	2,700
3	State of Utah	17,000	28	IHC McKay-Dee Hospital Center	2,650
4	University of Utah	13,093	29	RC Willey Home Furnishings	2,600
5	Convergys Corporation	8,000	30	United Parcel Service (UPS)	2,500
6	Skywest Airlines	6,672	31	Salt Lake City School District	2,300
7	Teleperformance USA	6,500	32	ACS Business Process Solutions	2,200
8	Smith's Food & Drug Centers, Inc.	6,000	33	Questar Corporation	2,200
9	Alpine School District	5,502	34	Staker & Parson Companies	2,200
10	Granite School District	5,000	35	Weber School District	2,200
11	Davis School District	4,898	36	Motor Cargo Industries	2,099
12	Autoliv ASP, Inc.	4,500	37	Sinclair Oil	2,042
13	Internal Revenue Service, Ogden Center	4,500	38	American Express Service Center	2,000
14	University Hospitals & Clinics	4,500	39	IHC Dixie Regional Medical Center	2,000
15	Wal-Mart District Office	4,500	40	Novell, Inc.	1,890
16	Jordan School District	4,478	41	Primary Children's Medical Center	1,873
17	Icon Health & Fitness, Inc.	4,300	42	PacifiCorp - Utah Power	1,840
18	Brigham Young University	4,112	43	Harmon City, Inc.	1,800
19	Salt Lake County	4,000	44	IHC Cottonwood Hospital	1,800
20	IHC LDS Hospital	3,500	45	O.C. Tanner	1,795
21	Wells Fargo	3,500	46	Larry H. Miller Group	1,788
22	ATK Thiokol, Inc Promontory Operations	3,254	47	Washington School District	1,725
23	Salt Lake City Corporation	3,000	48	Utah Transit Authority (UTA)	1,722
24	Utah State University	2,900	49	ARUP Laboratories	1,700
25	Discover Financial Services, Inc.	2,800	50	Lifetime Products, Inc.	1,700

Source: Economic Development Corporation of Utah

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UINTAHCOUNTY



ENERGIZING UTAH AND THE WORLD

ON BEHALF OF THE UINTAH ECONOMIC DEVELOP-MENT SPECIAL SERVICE DISTRICT, WE INVITE YOU TO PERUSE THE FOLLOWING SPECIAL REPORT TO LEARN MORE ABOUT ONE OF UTAH'S BEST KEPT SECRETS: UINTAH COUNTY. THIS AREA OF THE STATE HAS BECOME A PERFECT MIX OF RURAL LIFE ALONG WITH A PROGRESSIVE AND THRIVING COMMUNITY. During the past four years, Uintah County and Vernal City have seen remarkable growth and development. The region currently finds itself at the epicenter of national and international energy exploration and development. Multi-million dollar companies are deeply invested in the community and are contributing substantially to the local and state economy. Moreover, they have become valued community partners as they help contribute to the quality of life by mitigating the impacts of growth and development.

Uintah County is diversifying its economic base in significant ways. Education is a top priority for local residents. Utah State University has a mature, thriving and growing regional campus in the Uinta Basin. Serving almost 3,000 students, USU offers associate, bachelor, master and doctoral degrees. The Uinta Basin Applied Technology College delivers extractive industry training, allied health programs and custom fit training for local businesses. Both entities have seen record growth.

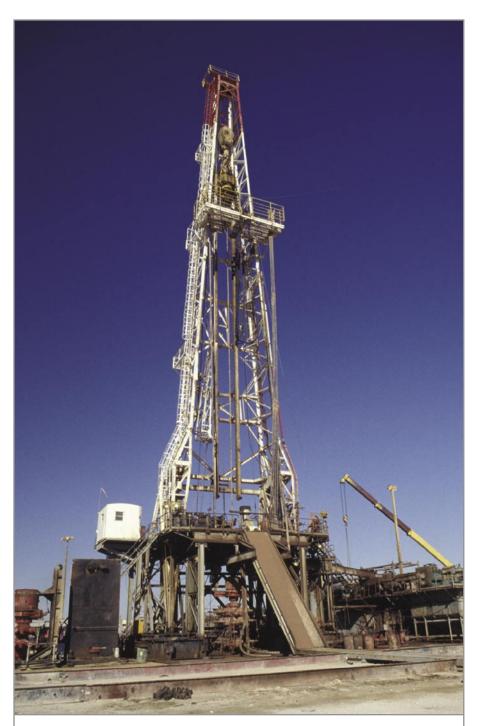
With the creation of the USTAR (Utah Science Technology and Research) initiative, northeastern Utah is poised to attract and grow new technology and business. The Uinta Basin is one of the designated USTAR Outreach Centers and we are working diligently to meet the needs of existing industry and attract new ones as well.

When local residents aren't working, there are plenty of ways for them to relax and recreate. Uintah County boasts a world-class museum as well as Dinosaur National Monument and Ashley National Forest. Flaming Gorge is 30 minutes north, Red Fleet Reservoir minutes away and Steinker Reservoir even closer. The county encompasses hundreds of hiking and mountain biking trails, fishing, water craft, a ride down the Green River, and much more. Annually, Uintah County hosts the Dinosaur Round-Up Rodeo, a Storytelling Festival, and the Holly Days Celebration, held Thanksgiving weekend.

All in all, the people of Uintah County are the best; caring, generous, committed to community and progressive are just some of the qualities you will find. Hopefully, you will find many new and engaging points of interest and opportunities as you explore the following pages. If you find yourself wanting to know more, come spend some time with us in Uintah County.



ENERGY



EXPLORATION & PRODUCTION

TURNING CHALLENGES INTO ECONOMIC OPPORTUNITIES IN UINTAH COUNTY'S EXTRACTIVE INDUSTRY

The price at the gas pump has everyone a bit on edge, and while gas prices continue to creep ever higher, the nagging question everyone keeps asking is, "Will it ever stop?" The answer, quite frankly, is probably not. America is an energy hungry nation, and there are other nations with much larger populations, like China and India, that are acquiring an American appetite for fuel. With the increasing demand for oil and natural gas worldwide, the state of Utah, and more particularly Uintah County, finds itself at the center of national and international interest.

MAJOR PLAYERS

Uintah County plays host to a variety of oil- and gas-related companies, including Anadarko, Questar, EOG, Dominion, and Encana. These companies are serious in their commitments to exploration and production in Uintah County.

One significant contributor in the area is Anadarko Petroleum Corporation. In the company's 2006 Annual Report, Anadarko officials note that "it significantly increased its tight gas and CBM holdings in the Rocky Mountain area through the acquisition of Kerr-McGee and Western. The acquisitions included tight-gas plays in the Greater Natural Buttes... The 2006 drilling program in the Greater Natural Buttes area in Uintah County, Utah was primarily focused on the Wasatch and Mesa Verde formations. The Company operates 1,180 wells in the area and has interest in over 550 non-operated wells."

Anadarko's interest in nearly 1,700 wells in Uintah County is underscored by its financial commitment to exploration and production. In the corporation's 2007 Capital Program, Anadarko set forth a plan to spend close \$4 billion dollars in overall exploration and production with 28 percent of the investment going to benefit the Rockies, which includes Uintah County. During the first quarter of 2007, Anadarko reports that it has already spent \$280 million in the Rockies. According to company reports, "the Greater Natural Buttes continued to set production records. During the first quarter, the field reached a daily production level of 241.6 Mcf/d gross. A total of 69 wells were spud in the first quarter. By the end of 2007, they expect 280 wells to be drilled under this year's program."

In terms of economic impact to Uintah County, this means millions of dollars flowing into the area from drilling and production. Industry leaders conservatively estimate that the cost of drilling one well is approximately \$2 million dollars, much of which flows into the local communities. Once the well is producing, the state of Utah and local com-

UINTAHCOUNTY

munities benefit from the mineral lease revenues and severance tax on the production side. The state reported more than \$71 million in severance tax revenues from oil and gas production in 2006.

Utah-based Questar is also an energy leader in the Rockies and Uintah County. The company has a large inventory of identified development-drilling locations primarily at properties near Pinedale, Wyo, in the Uinta Basin and in the Elm Grove field of northwest Louisiana. Most of the company's current drilling activity is geared toward development; however, the company does conduct exploratory drilling to determine commerciality of its inventory of undeveloped leaseholds in prospects located primarily in the Rocky Mountain region. This can also include assessment of deeper reservoirs beneath currently producing horizons.

The company has operated continuously in many of its core Rockies areas since the 1920s, and in a recent press release, Questar officials noted that the company "grew net income 10 percent in the first quarter of 2007 to \$151.1 million." Questar's long-standing commitment to the Uinta Basin manifests itself in a variety of ways, including helping to mitigate social impacts through community outreach. This year, the Vernal Area Chamber of Commerce named Questar Business of the Year for its efforts.

FULL SPEED AHEAD

Much of the extractive activity that takes place in Uintah County is on land under the direction of the Bureau of Land Management, which means that the Vernal BLM office has to constantly run at full capacity to keep up with the demand for applications for permits to drill.

"The Vernal Field Office is the second busiest office in the nation and was named in the recent Energy Bill as an area of high impact," says Vernal Field Office Manager Bill Stringer. The Vernal Field Office receives extra appropriations to meet the needs of the extractive industry.

In 2006, the Utah Division of Oil, Gas and Mines reported that 2,062 wells received permits in the state. Of those, 1,364 received permits in Uintah County, making up 66 percent of the permitted wells. In the first four months of 2007, DOGMA reports that 466 wells have been permitted statewide with 269 permits issued in Uintah County.

Uintah County Commissioner Mike McKee is optimistic about the steady permitting trend and sees a bright future for the industry. "As a commission and community, we meet and collaborate regularly with the BLM and with our industry partners.

Indications are that APDs are on the rise and that demand remains constant," he says.

Vernal Mayor Allan Mashburn is no stranger to the ups and downs of the extractive industry, being an industry executive himself. Mayor Mashburn leads a progressive and visionary city council that is strategically positioning Vernal City to deal with the growth and its inherent challenges.

In a statement to the Utah Legislature, Mayor Mashburn noted that "all of Utah is facing tremendous challenges in terms of growth, and we are sensitive to the needs of the entire state. Our challenges with the extractive industry are unique, but with those challenges we see great economic opportunities for our local communities and for the state."

This spirit of opportunity is quite palpable in the community. Other municipalities like Naples, Ballard and Jensen are also gearing up to meet the challenges. The city of Naples is central to the extractive industry and has a well-developed industrial park, which provides the necessary space requirements for extractive operators.

ON THE NATIONAL STAGE

Beyond the state and local focus, the energy industry is truly a national issue. Utah's legislative delegation in Washington has been supportive of Uintah County on issues related to energy and technology development, as well as appropriate environmental stewardship and resource management. The need for fossil fuels to maintain national security is a high priority. If Uintah County can continue to add to the overall national production and reduce foreign dependency, then Utah can become a critical component to reducing dependence on foreign sources.

Reducing the overall dependency on foreign sources is going to take some "hard work and American ingenuity," says former Congressman Jim Hansen. Hansen has long been a supporter of innovative technologies and ensuring that Utah and the United States maintain positions at the vanguard of new developments. Speaking to a group of graduates at the Uinta Basin Applied Technology College, Hansen encouraged them to "find the means and the solutions to keep the state of Utah and America strong." Hansen also noted that Utah has the capacity to move forward and lead the world in fossil fuel research and development.

Hansen's words resonate and carry a vision that many people in the state have embraced. The Utah Science Technology and Research Initiative is alive and well in the Uinta Basin. At the head of the USTAR Eastern Region are two seasoned energy veterans: Al Walker, previously with Questar, and Mark Raymond, previously with Deseret Power. Together, and with their higher education partners, Utah State University and the University of Utah, they are setting the pace for solving some of the extractive industry's challenges. Work on water salinity and evaporation techniques, CO2 sequestration, oil sands and oil shale by products are at the top of the list, and the epicenter for the work is the Uinta Basin.

"IT IS GOING TO TAKE
ALL OF US—CITIZENS, LOCAL
GOVERNMENT, STATE AND
FEDERAL GOVERNMENT,
AND INDUSTRY—TO MEET
THE CHALLENGES AND SEIZE
THE OPPORTUNITIES," SAYS
COUNTY COMMISSIONER
MIKE MCKEE.

Over the coming months and years, USTAR will contribute greatly to the research and knowledge base of the extractive industry, take technology to commercialization, and jump start companies that will diversify and sustain the state and local economies.

As Uintah County looks forward to the future, there is tremendous opportunity in the energy industry. County residents are no longer looking to a sole source for economic sustenance.

"It is going to take all of us—citizens, local government, state and federal government, and industry—to meet the challenges and seize the opportunities," says County Commissioner Mike McKee. Diversification through business incubation, education, technology enhancement and the creation of dynamic partnerships are central to the overall success of the area; yet at the hub of activity are the energy partners.

"More than anything," says Robert Behunin, CEO of the Uintah Economic Development District, "the opportunities that await Uintah County and the state of Utah are limited only by our desire and ingenuity. In the state and in the Basin, we have the right leadership, the right vision, the right commitment and the necessary resources to make positive and lasting social and economic impacts."

EDUCATION



REACH HIGHER

CREATING HIGHER EDUCATION THAT IS STRONG, STABLE AND ATTRACTIVE

THE MISSION OF THE UINTA
BASIN APPLIED TECHNOLOGY
COLLEGE IS TO GIVE STUDENTS
THE SKILLS EMPLOYERS NEED
MOST. STUDENTS FOCUS ON
MASTERING WORKPLACE
SKILLS WHICH HAVE BEEN
IDENTIFIED BY INDUSTRY.

One of the great assets to the residents of Uintah County is the area's thriving education system. Higher education has had a strong presence in the area for many years, reflecting a statewide commitment to educating its residents. Uintah County believes in this vision and supports two higher education institutions: Uinta Basin Applied Technology College and Utah State University. Although each entity has a distinct mission, both have found that cooperation and collaboration bring tremendous strength and growth.

Over the years, education in Uintah County has seen its booms and busts. Traditionally, when

economic times have flourished, enrollments at USU and UBATC have declined. When labor demands are large, students typically turn away from expensive and time consuming education for more immediate and lucrative rewards in the energy industry.

In the present scenario, however, the situation is dramatically different. Enrollment at USU has grown 105 percent over the last five years and UBATC has grown 7 percent, though employment in the energy industry continues to flourish as well. Both institutions point directly to their industry partners, local government and private citizens as the important difference between this and other times.

Further fueling programs at both institutions, energy companies are requiring more technical, safety, managerial and business training for their employees. Both USU Uinta Basin and UBATC specialize in meeting those needs. Moreover, the two institutions have found creative and innovative ways to partner with the energy companies.

This programmatic partnership exists in others areas as well between the two institutions and has literally paved the way to a more extensive collaboration. Together, UBATC and USU have partnered to construct a new 80,000-square-foot facility that will house programs and classes from both institutions and is slated to open in fall of 2008.

One of the unique features of this building is that it will also have a USTAR component. A statewide initiative, the Utah Science Technology and Research program will have space in the new building to help enhance the commercialization of technologies developed by the university.

The state has chosen Mark Raymond, a life-long resident of Uintah County, to serve as USTAR's associate director of business development in the northeast region. Raymond is currently working on projects related to the fossil fuel industry that combine research from USU and the University of Utah. Uintah County is already seeing the economic impact and power of the USTAR initiative which is designed to stimulate economic growth by creating alliances with higher education, industry and entrepreneurship.

UTAH STATE UNIVERSITY UINTA BASIN

As a public land-grant institution, Utah State University is expanding and enhancing the educational opportunities of the citizens of Utah by building a system of regional campuses that will support and facilitate the delivery of USU courses and degree programs throughout the state.

In building this system, the University is guided by two over-arching principles to help achieve educational goals. The organization first strives to create an integrated and coordinated academic structure that ensures the quality and consistency of all USU courses regardless of where they are delivered, by what means they are delivered or who delivers them. This means a student at the Vernal campus will receive the same quality of education as a student attending the Logan campus. Second, USU is working to create locally relevant courses and degree programs which reflect the educational priorities of our partner communities.

The largest and most mature regional campus is located in the Uinta Basin. This campus began about 30 years ago when legislators and residents in the basin felt strongly about the need for higher education in their communities. Banding together, they lobbied to have a USU presence and won. Initially, local professionals delivered courses, thereby giving basin residents live instruction and the beginnings of a satellite campus in their area. USU went to even greater lengths and flew professors into the basin from the Logan campus to teach courses and seminars.

With today's technology, courses are now delivered to the basin via two-way interactive satellite video. Students learn using modern educational conveniences that provide access to more courses and instructors. More importantly, USU Uinta Basin is host to full-time, nationally recognized faculty who live and work in the basin. These faculty and the many support staff serve nearly 3,000 local students. Partnered with quality lectures and classroom instruction, the basin has one of the most extensive broadcast and reception systems in the State of Utah. This system allows USU Uinta Basin to both receive and broadcast classes throughout the state.

The university's success in the area continues to build. In 2006, USU Uinta Basin awarded 235 undergraduate and graduate degrees. As resources grow and programs develop, the basin campus will play an increasingly important role in the educational future of the area.

UINTA BASIN APPLIED TECHNOLOGY COLLEGE

The mission of the Uinta Basin Applied Technology College is to give students the skills employers need most. Students focus on mastering workplace skills which have been identified by industry. In fact, 68 percent of jobs in Utah require the kind of training available through the UBATC. That training fuels economic development and attracts new industry while providing an economically viable future for students and their families.

In 2006, UBATC boasted 5,353 students who accumulated more than 500,000 membership hours. Over the last three years, the campus has seen tremendous growth, and anticipates more with the recent educational demands of the growing economy. To meet these demands, UBATC is offering courses and training specifically designed to anticipate the requests of the energy industry.

Last year, UBATC had more than 1,900 people enrolled in energy and transportation related courses. As of the first quarter of 2007, enrollment estimates project an increase over last year by nearly 24 percent. The key to this sustained growth is close partnerships with more than 100 energyrelated businesses in the area, who provide support and occupation opportunities.

UBATC is an accredited academic institution by the Council on Occupational Education. The school offers two Associate of Applied Technology degrees and certificates in business, allied health, trades and industry, petroleum, energy services and transportation.

to the new UBATC/USU Vernal building project; the Uintah Transportation District is constructing roads around the building; Vernal City purchased and donated the building where USU currently resides. This level of commitment has created an enthusiasm that has spread to local businesses and individual citizens.

In 2005, Vernal businessman Bob Williams donated 138 acres of land valued at \$5.3 million to USU for higher education purposes. The Williams property will be the site for the new UBATC/ USU building.

Since Williams' contribution, others have stepped forward to make significant bequests to help support higher education. To date, private sources have donated more than \$8 million, with another \$6 million currently pledged.

"Nothing happens unless someone does something," said Williams at the recent groundbreaking for the new building. For higher education in Uintah County, people are truly stepping forward to do something, and their actions will help diversify the economy to create strong, stable and attractive higher education for years to come.

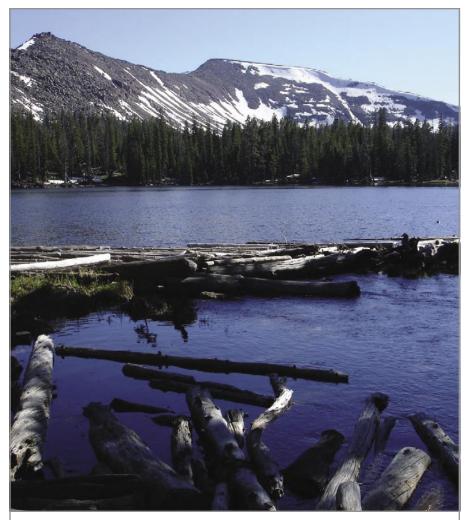
EDUCATIONAL DEVELOPMENT PROGRAMS

UBATC and USU programs ner on many deliver high quality education and to stimulate the local, regional and state economy. The UBATC allied health and nursing program is just one example of the successful collaboration. USU provides all the science, biology, chemistry and anatomy prerequisite courses that service the clinical and practical curriculum offered at UBATC. Students working to become registered nurses can do so through the Weber State Distance Education Nursing Program, which is offered in the area on an annual basis. As a result, the venture produces welltrained and knowledgeable nurses ready to work at regional facilities.

Local government has played a huge role in the overall posturing and commitment to higher education. Government, city, county and state have supported the endeavor in a variety of ways. Uintah County has given financial support



TOURISM



OUTDOOR ADVENTURES & ANCIENT EXPLORATION

A LOOK AT TOURISM IN UINTAH COUNTY

As any of Uintah County's frequent tourists can attest, northeastern Utah is a great place to visit. With its rich geologic history, pristine landscape and developed parks system, visitors can spend a weekend or a lifetime getting to know the area. Tourists looking for a wilderness escape head to Uintah County to discover the area's fishing, hiking, biking and other recreational opportunities. And they keep coming back; the tourism industry brings in more than \$100 million each year to the county, according to the Uintah County Tourism

Profile compiled by the state.

Because of the extensive recreation system, some say the entire area is built within a park. In 2004, 68 percent of county land was either federally or state owned, according to the state records. For residents, this means plenty of well-maintained, beautiful areas for picnics, sporting events and concerts. For tourists, it means world-renowned state parks, museums and monuments. The following are just a few of the great places that Unitah County has to offer:

DINOSAUR NATIONAL MONUMENT

While Dinosaur National Monument offers an array of activities such as whitewater rafting or boating, it's really the bones that keep visitors coming. More than 1,500 bones and fossils have been unearthed at the monument with the constant possibility of future discoveries.

About 150 million years ago, a system of rivers made their way through a shallow valley and small ponds dotted the landscape, making it an ideal setting for dinosaurs. Rediscovering the dinosaur bone fragments, including a "string" of vertebrae, is often the highlight of this excursion through the layers of time.

Early man followed the dinosaurs, leaving marks and drawings behind. Petroglyphs and pictographs found throughout the park spark many questions of origin from curious visitors, but often only incomplete answers follow. Some of the clearest and most accessible rock art can be found along the Tour of the Tilted Rocks auto tour route. Several designs depict recognizable figures, such as big horn sheep, lizards, and people; however, the meaning of these figures lingers as a mystery.

That mystery attracted early explorers to the monument's pristine setting. John Wesley Powell was one of the first explorers to brave the canyon's white waters by boat. In his journal, he wrote of his passage through Split Mountain: "Down the river we are carried by the swift waters at great speed ... its waters are heaped up in great billows, that tumble back in breakers... The bow of the boat leaps high on a great wave; the rebounding waters hurl us back, and the peril is past." Today visitors can experience that same type of river adventure on a one- to five-day rafting trip through Dinosaur National Monument's canyon country.

Tourists can also explore Dinosaur National Monument by driving one of two auto tours, hiking many trails, or rafting the rivers and experiencing an adventure that is waiting to be discovered. Ranger led programs offered daily from Memorial Day Weekend through Labor Day offer additional opportunities for discovery with the help of skilled guides.

The Yampa and Green Rivers have sculpted dramatic and steep chasms in the monument's canyon country. Any of the overlooks along the Harpers Corner auto tour route provide sprawling 100-mile vistas. Visitors prepared for a steep decent through the narrow, steep walled Sand and Pool Canyons may enjoy a drive to a large meadow at the confluence of the Green and Yampa Rivers named Echo Park.

A short trail near the visitor center allows newcomers to walk through layers of time and find clues that reveal the changing environments of the past. Investigation of the rock layer at one end of the trail unveils numerous small fossils such as belemnites and ammonites, ocean creatures thought to have lived in Utah 160 million years ago. Several rock layers and 75 million years later, this area was again covered by an ocean, as evident by the fish scales found in a different rock layer at the opposite end of the trail. No matter which trail is taken, Dinosaur National Monument uncovers mysteries and adventures for all explorers.

THE ASHLEY NATIONAL FOREST

Visitors to the Ashley National Forest can take a step in the shoes of trappers, explorers, outlaws and even in dinosaur tracks. From the peaceful solitude of the mountains in the High Uintas Wilderness Area to world-class fishing for lake trout on Flaming Gorge, the Ashley National Forest provides a stunning destination for diverse ages and interests.

Starting with ancient Paleoindians hunting along the Green River and on to Fremont farmers storing their corn in hidden granaries on canyon walls, the forest holds more than 10,000 years of history. The story of the Ashley National Forest is a colorful parade of trappers, explorers, outlaws, mountain men, miners, cowboys, sheepherders, settlers, and loggers who have all left their mark on the land.

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INTO WILDERNESS IF THAT'S WHAT THEY'RE LOOKING FOR."

Today the Ashley National Forest offers timber, grazing, minerals, water, and outdoor recreation to its users. More than 2.5 million visitors come to the forest each year to participate in activities, such as boating, backpacking, horseback riding, and cross-country skiing. Forest landscapes range from high desert country to high mountain areas, ensuring a setting for a range of outdoor activities. "People come for the world-class fisheries, the geology with the fossils and to come to an area that's not necessarily packed with people," says Louis Haynes, public affairs officer for the forest. "They can still find that escape into wilderness if that's what they're looking for."

Utahns and outside visitors alike flock to more than a million acres of national forest that make up Ashley. The park offers more than 1,100 group and family campsites, making it a popular escape in the great outdoors. Adventure lovers snowmobile in the winter and come back with ATV's in the summer to enjoy 1,900 miles of roads. Mountain climbers head toward King's Peak, Utah's highest peak soaring to more than 13,000 feet. Hikers and bikers choose from 10 trailheads, with 1,200 total trail miles

And Ashley's forest workers are striving to make sure people will be able to keep coming back to their favorite trails for years to come with stabilization projects. "We're making sure the ground we're looking at today is here for future generations," says Haynes.

UTAH FIELD HOUSE OF NATURAL HISTORY

Originally built in 1948, the Utah Field House of Natural History finished an expansion and remodel in 2004 complete with a theater, classroom, interactive exhibits, wall-sized murals and enough exhibit space for a 90-foot dinosaur to feel right at home. For many decades, the museum has delighted and awed visitors and locals with its natural history collections, which include fossils as well as archaeological artifacts, such as 1200-year-old Fremont pottery and arrowheads and a fine collection of Ute

The Uinta Basin provides some of the richest fossil resources found anywhere in the world. Both scientists and amateurs come to the basin and the

surrounding Uinta Mountains to study a geologic past that pushes back into the early history of the planet. To house these geologic treasures, a building was designed that could display specimens from single-celled organisms to present day flora and fauna, complete with a lab for the preparation and study of fossils.

Today, the Utah Field House, located two blocks east of the previous site, interprets and displays these local collections to reflect the most accurate science available. "The quality of this museum is anything you'd see in a big city, but the advantage we have is that we sit in the middle of these resources," says Mary Beth Bennis-Smith, Curator of Education, "Here, you walk outside and you're right back inside the exhibits we highlight.

The very fact that we sit amidst these treasures makes it so special and wonderful."

Visitors to the Jurassic Hall will be able to view the correct number and arrangement of plates on the Stegosaurus or view 288 panels displaying fossil plants and insects from the Green River Formation, an ancient lake environment surrounded by tropical forests, complete with alligators and primates. Vivid murals and tile floors help visitors connect geological time to real-time places in Vernal and museum goers can do their own investigating with books, models, puzzles and bones and chisels.

Most visitors end their Uintah fossil journey with a trip through the gardens where dinosaur lovers can meet fourteen life size prehistoric models face to face, including a wooly mammoth, a Triceratops and the king of the Cretaceous world, T-rex.

OTHER HIGHLIGHTS

Voted by PRCA Cowboys and Contract Personnel as one of the Top Five Rodeos in the World, the Dinosaur Roundup Rodeo competition is geared only for the fearless, bruised and bravest cowpoke. Since 1869, rodeo has been the sport of choice for these athletes and draws a crowd of 1,200 people annually from across the nation, according to the Vernal Chamber of Commerce. With \$100,000 in cash prizes awarded each year, the pro's give it their all at the Western Park Convention Center, competing in bull riding, saddle and bareback bronc riding, team roping, calf roping, steer wrestling and barrel racing.

The Western Heritage Museum features displays of early settlers, artifacts of the Fremont and Ute Indian, a blacksmith display, a country store, pioneer ladies fashions, and a one-room school. Old rifles, saddles and tack and picture galleries of Uintah County Sheriffs and Women of Courage are also on display.

The Daughters of the Utah Pioneers Museum is housed in the first tithing office in Vernal, a rock building erected in 1887 by the Uintah Stake of the Church of Jesus Christ of Latter-day Saints. It showcases artifacts, pictures, and history of the area from the mid-1800s.

Although there are a lot of activities going on, Unitah County residents still take time to get to know their neighbors. Uintah County is known for its unspoiled beauty and unique history but locals say it's also a family-friendly place. Ashley Forest's Haynes says a pleasant ambiance permeates the entire area. "It still has that small town atmosphere with lots of smiles and hellos, and that's something you don't find in a lot of places anymore."



ECONOMIC DEVELOPMENT CONTACTS (BY COUNTY)

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Beaver County Economic Development 105 E. Center P.O. Box 2211 Beaver, UT 84713 (435) 438-6482 www.beavercountyutah.com

Box Elder

Box Elder County Economic Development 1 S. Main Street 3rd floor Brigham City, UT 84302 (435) 734-3397 www.boxelder.org

Cache

Cache Valley Chamber of Commerce 160 N. Main Street Logan, UT 84321 (435) 752-2161 www.cachechamber.com

Carbon

Carbon County Future 120 E. Main Street Price, UT 84501 (435) 636-3295 www.carbon-county.com

Daggett

Daggett County Economic Development P.O. Box 219 Manila, UT 84046 (435) 784-3218 www.daggettcounty.org

Davis

Davis County Economic Development P.O. Box 618 Farmington, UT 84025 (801) 451-3278 www.daviscountyutah.gov

Duchesne

Duchesne County Economic Development 50 E. 200 South, P.O. Box 1417 Roosevelt, UT 84066 (435) 722-4598 www.duchesne.net

Emery

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Garfield

Garfield County Economic Development 55 South Main Street, P.O. Box 77 Panguich, UT 84759 (435) 676-1157

Grand

Grand County Economic Development 125 E. Center Street Moab, UT 84532 (435) 259-1347 www.grandcountyutah.net

Iron

Iron County Economic Development 10 N. Main Street Cedar City, UT 84720 (435) 586-2770 www.cedarcity.org

Juab

Juab County Economic Development Agency 160 N. Main Street, Rm. 102 Nephi. UT 84648 (435) 623-3400 www.co.juab.ut.us

Kane County Economic Development 76 N Main Kanab, UT 84741 (435) 644 4901 www.kane.utah.gov

Millard

Millard County Economic Development Association P.O. Box 854 Delta, UT 84624 (435) 864-1407 www.millardcounty-ecdev.com

Morgan

Morgan County Economic Development 48 W. Young St., P.O. Box 886 Morgan, UT 84050 (801) 845-4008 www.morgan-county.net

Piute

Piute County Economic Development 550 N. Main Street, P.O. Box 99 Junction, UT 84740 (435) 577-2949 www.piute.org

Bear Lake Regional Commission 2628 US Hwy 89, P.O. Box 26 Fish Haven, ID 83287 (208) 945-2333 www.richcountyut.org

Salt Lake

Economic Development and Community Resources Division 2001 S. State Street, Ste. S2100 SLC, UT 84190 (801) 468-2221 www.co.slc.ut.us

San Juan

San Juan County Economic Development 117 S. Main Street. P.O. Box 490 Monticello, UT 84535 (435) 587-3235 ext. 4138 www.utahscanyoncountry.com

Sanpete

Sanpete County Economic Development Association 191 N. Main Street, P.O. Box 148 Manti, UT 84642 (435) 835-4321 www.sanpete.com

Sevier County Economic Development 250 N. Main Street Richfield, UT 84701 (435) 893-0454 www.sevierutah.net

Summit

Summit County Economic Development P.O. Box 1630 Park City. UT 84060 (435) 649-6100 www.parkcityinfo.com

Tooele

Tooele County Economic Development 47 S. Main Street Tooele, UT 84074 (435) 843-3160 www.co.tooele.ut.us

Uintah

Uintah County Economic Development 134 West Main Street Vernal, UT 84078 (435) 789-1352 ext. 203 www.co.uintah.ut.us

Utah

Utah County Business Development 34 E. 1700 S. OSTC Bldg. Provo, UT 84601 (801) 328-8824 www.edcutah.org/uc/

Wasatch

Wasatch County Economic Development 475 N. Main Street Heber City, Utah 84032 (435) 654-3666 www.hebervalleycc.org

Washington

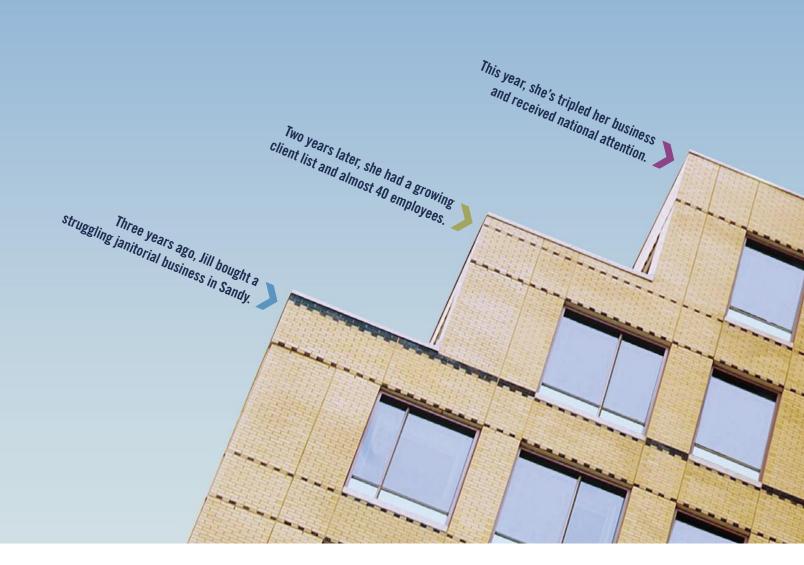
Washington County Economic Development Council 225 S. 700 E. St. George, Utah 84770 (435) 652-7750 www.stgeorgechamber.com

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Weber

Oaden/Weber Chamber of Commerce 2484 Washington Blvd., Ste. 400 Oaden, UT 84401 (801) 621-8300 ext.3013 www.echamber.cc



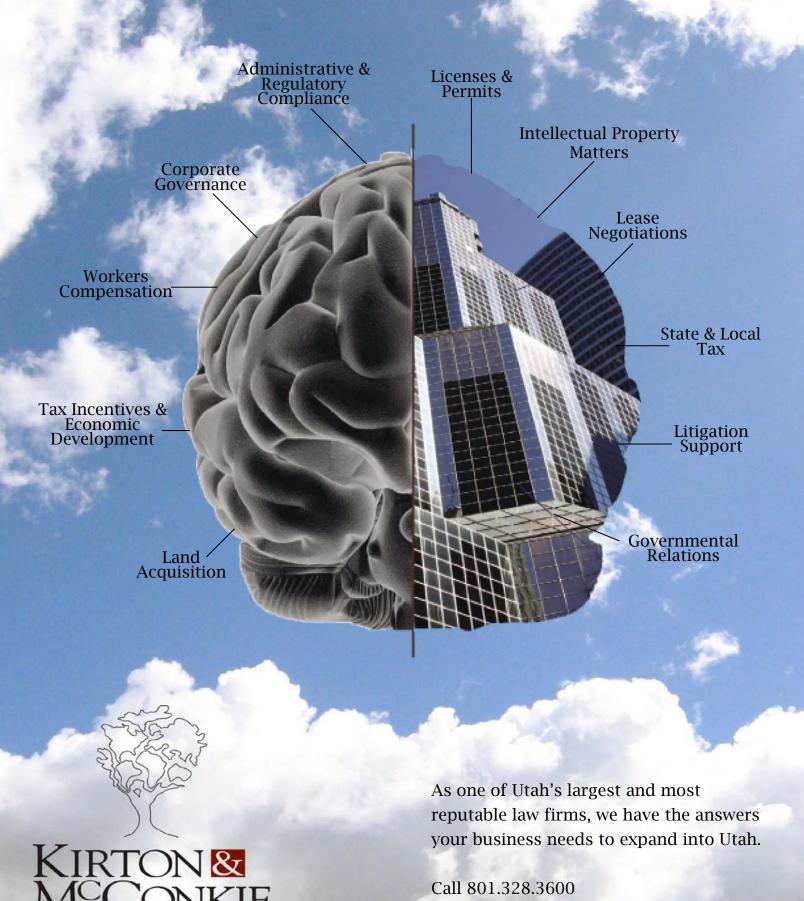
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